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From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS FORCE DEPLOYMENT PLANNING AND EXECUTION PROCESS MANUAL, (SHORT TITLE: FDP&E MANUAL)

Ref:
(a) CJCSM 3122.01, "Joint Operation Planning and Execution System (JOPES) Volume I, (Planning Policies and Procedures), July 14, 2000
(b) CJCSM 3122.02C, "Joint Operation Planning and Execution System (JOPES) Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution), March 22, 2004
(c) Joint Publication 3-35, "Joint Deployment and Redeployment Operations" September 7, 1999
(d) MCO P3000.19
(e) Joint Strategic Capabilities Plan (JSCP)
(f) Title 10, U.S.C
(g) DOD Reorganization Act of 1947
(h) Goldwater-Nichols DOD Reorganization Act of 1986
(j) Unified Command Plan
(j) Joint Publication 0-2, "Unified Action Armed Forces (UNAAF)", July 10, 2001
(k) CJCSM 3122.03A, "Joint Operation Planning and Execution System Volume II, Planning Formats and Guidance," December 31, 1999
(l) CJCSM 3150.16A, "Joint Operation Planning and Execution System Reporting Structure (JOPESREP)" September 29, 2000
(m) Forces For Unified Combatant Commands Memorandum
(n) CJCSI 3141.01B, "Responsibilities for the Management and Review of Operation Plans," September 10, 2004

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

(o) Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms" April 12, 2001
(p) Joint Publication 1-03, "Joint Reporting Structure (JPS) General Instructions" January 10, 1994
(q) MCO P4400.150E
(r) MCO P4400.151B
(s) MCWP 4-12, "Operational Level Logistics," January 30, 2002
(t) MCO P4400.39H
(u) UM-4400-185, "War Reserve System Users Manual"
(v) MCO 8010.1E
(w) MCO 5320.12E
(x) MCO 1001.60
(y) Contingency Planning Guidance
(z) MCO 3000.18

Encl: (1) Marine Corps Force Deployment Planning and Execution Manual

1. Purpose. Per the references, this Directive establishes processes, procedures, and standards for developing and executing plans for the deployment of Marine Corps forces. This Directive assigns responsibilities and taskings to Headquarters U.S. Marine Corps, Commanders of Marine Forces, Commanders Marine Corps Bases Atlantic/Pacific, and other Marine Corps commands and agencies.

2. Information. This Manual provides guidance and direction to Marines involved in the force deployment planning and execution process. It is published in order to establish Marine Corps operational procedures that support joint procedures outlined in references (a) through (c), as well as Marine Corps related deployments, redeployments, and rotations.

3. Scope. Commanders shall develop and execute plans for the deployment of Marine Corps forces in compliance with this Manual.

a. Marine Corps commands/agencies are encouraged to submit changes to the CMC (PLN). This Manual shall be reviewed/revised upon republishing of references (a) through (e).

b. This Manual is available for download from the D/C PP&O (PLN) website at http://hqinet001.hqmc.usmc.mil/pp&o/

4. Command. This Manual is applicable to the Marine Corps Total Force.

5. Certification. This Manual is reviewed and approved this date.

J. C. HULY
Deputy Commandant
Plans, Policies, and
Operations

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NAVMC 3000.18, MARINE CORPS FDP&E PROCESS MANUAL

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporating Change

NAVMC 3000.18, MARINE CORPS FDP&E PROCESS MANUAL

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CHAPTER 1

INTRODUCTION

1000. PURPOSE, OBJECTIVE, DEFINITION

1. The purpose of this Manual is to provide all personnel involved in the Force Deployment Planning and Execution (FDP&E) process with the essential information and guidance necessary to carry out deliberate, crisis action, operational, and exercise planning within the Marine Corps and joint community. This Manual refines, amplifies and augments the general procedures prescribed in various Marine Corps and joint publications. It provides information on the FDP&E tasks to be performed by commanders, staff officers and personnel from the Headquarters Marine Corps level to the battalion/squadron/separate company level. It also provides guidance and information for Marine Corps Logistics Command (MARCORLOGCOM) and Marine Corps bases and stations. While Marine Corps forces are normally deployed and employed as MAGTFs, the use of that term in this publication includes other non-MAGTF units performing FDP&E tasks.

2. The objectives of this Manual are to:

a. Serve as the authoritative reference document that identifies command and staff responsibilities throughout the FDP&E process.

b. Present an overview of the FDP&E process with an emphasis on deliberate and crisis action planning and deployment processes.

c. Identify key reference documents.

d. Augment and amplify instructions and guidance in various instructions related to the preparation of Time-Phased Force and Deployment Data (TPFDD).

e. Provide information, guidance, and procedures for operational use of the Global Command and Control System (GCCS), and its related applications, within the Marine Corps.

3. The definition of FDP&E is the USMC command and control process to source and deploy Marine Corps forces for employment in support of combatant command or service requirements. It encompasses all of those supporting functions required to deploy Marine Corps forces.

1001. CATEGORIES OF PLANNING

1. Joint operation planning is a coordinated process used by joint force commanders to determine the best method of accomplishing the mission. In peacetime, the deliberate planning process is used to support contingency planning. In crisis situations, it is called crisis action planning. Execution of a contingency plan is accomplished using crisis action procedures. Joint planning is conducted under the policies and procedures established for the Joint Operations Planning and Execution System (JOPES) and its supporting automated data processing (ADP) [or information technology (IT)] systems.

2. The particular procedures used by Marine Corps planners in support of the joint planning effort, depend largely on the time available to accomplish them. When time is not a critical factor, as during the normal contingency planning cycle, deliberate planning processes are used. When time available is short and the result is expected to be an actual deployment and/or employment of forces, crisis action procedures are used. Overall, the processes for both deliberate and crisis action planning are similar, as characterized below.

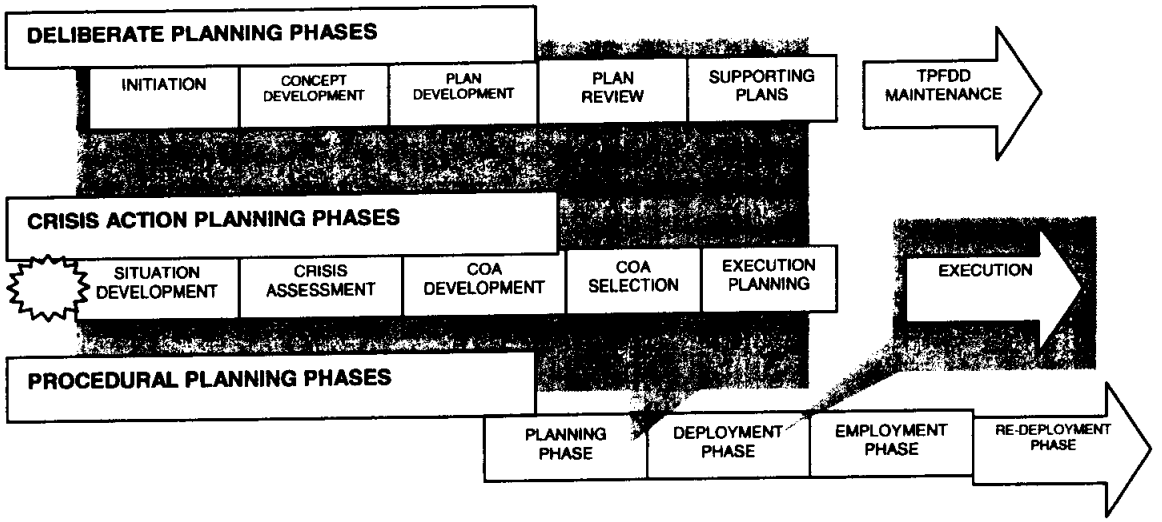


Figure 1-1. Relationship of planning and execution phases.

3. Joint planning is also categorized in terms of resources, the level of command and area of responsibility, and/or special areas of interest.

a. Resources Planning

(1) Requirements planning is based on the planner's task to identify all required forces and support to accomplish the mission. The command responsible for developing the plan analyzes an expected or actual enemy threat, then identifies the forces and support required to meet and defeat that threat.

(2) Capabilities planning is accomplished based on the forces and support currently available. The command responsible for developing the plan plans for the efficient use of existing forces, in a constrained environment, to meet and defeat a current or projected threat.

(3) Program planning measures future requirements against current capabilities. In addition, it helps determine resource allocation decisions for the future force requirements through the interface of the Joint Strategic Planning System (JSPS) with the Planning Programming Budgeting and Execution system (PPBE).

b. Level of Command and Area of Responsibility

(1) Regional planning is the responsibility of unified or subordinate unified commanders and their staffs. The Chairman of the Joint Chiefs of Staff (CJCS) directs the unified commanders to develop regional contingency plans based on a current national perspective of geopolitical situations in designated regions. For regional plans, forces may be apportioned to support more than one unified command. Forces receive a tasking for each plan to which they are apportioned in the Joint Strategic Capabilities Plan (JSCP), reference (f). In addition, unified commanders may develop regional plans that are not directed by the CJCS, but are deemed essential in response to potential areas of concern within their respective areas of responsibility. In this latter case, forces required for planning and execution must be coordinated through the Joint Staff for forces not already apportioned to the unified commander.

(2) Functional planning is conducted by the functional staff of a joint command. Each component staff concentrates on the planning in its assigned area, i.e. air component forces, land component forces, naval component forces, special operations forces, etc. A service command

that is assigned as a functional component of a unified command/joint task force is responsible for functional area planning as well as service unique planning.

(3) Service planning focuses on service unique planning issues and is conducted by designated service commands or components within a unified commander's operational chain of command, i.e., Commander, U.S. Marine Corps Forces Pacific (COMMARFORPAC), as the service component commander to Commander U.S. Pacific Command (COMUSPACOM), carries out service specific planning responsibilities in support of all COMUSPACOM regional plans to which COMMARFORPAC forces are apportioned or allocated. These responsibilities include force and sustainment sourcing and force deployment support. When Marine forces are apportioned or allocated to a unified commander's plan, a Marine Expeditionary Force (MEF) may be tasked to accomplish all functional planning responsibilities for those forces, including augmenting or attached forces. This MEF is called the principal planning agent when so designated.

(4) Special area planning refers to detailed planning in a particular area within the overall deliberate planning effort. Examples are mobilization planning, deployment planning, employment planning, logistics planning, and sustainment planning. Staff planners at unified, subordinate unified, component, and service headquarters levels may establish teams to address these specific planning issues.

1002. ORGANIZATION FOR NATIONAL SECURITY

1. A working knowledge of the elements of the national security structure is essential to understanding the role of each national and joint staff organization. As directed in the Constitution, the President has ultimate authority and responsibility for national defense. The appointees and organizations described in the following paragraphs aid the President in the conduct of this specific obligation. The Marine Corps role in national defense is articulated in U.S. Code Title 10, reference (g), Section 5063.

2. The President and Secretary of Defense (SecDef). The President and/or the SecDef, or their duly deputized alternates or successors, are, by law, the only officials

in the chain of command that have the authority to direct the movement of forces and execution of military action.

3. National Security Council (NSC)

a. The Assistant to the President for National Security Affairs (the National Security Advisor) is responsible for the day-to-day functions of the NSC. The NSC presents its national security policy recommendations to the President for consideration and approval.

b. The NSC has only four statutory members - the President, Vice President, Secretary of State, and SecDef.

c. The Chairman of the Joint Chiefs of Staff (CJCS) and the Directory of Central Intelligence serve as statutory advisers to the NSC.

d. Other participants in the NSC deliberations are invited by the President, and may include the Chief of Staff to the President, the Attorney General, the Secretary of the Treasury, and heads of executive department or agencies.

4. Department of Defense (DOD). DOD was established in 1949 as a result of an amendment to the National Security Act of 1947, reference (h). The head of the Department is the SecDef. He is the principal assistant to the President for all matters relating to DOD. The DOD Reorganization Act of 1986, reference (i), made clear his position in the operational chain of command. DOD's organization is illustrated in Figure 1-2.

5. Joint Chiefs of Staff (JCS). The JCS consist of the Chairman, the Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, and the Commandant of the Marine Corps. The Chairman sets the agenda and presides over JCS meetings. Responsibilities as members of the JCS take precedence over duties as chiefs of military services. As established by the DOD Reorganization Act of 1986, reference (i), the JCS have no executive authority to command combatant forces.

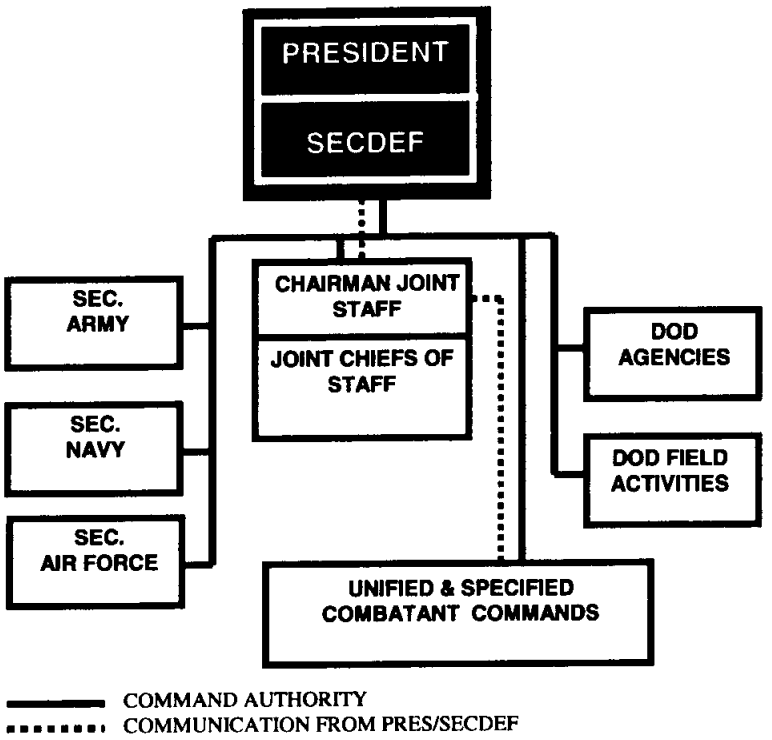


Figure 1-2. Department of Defense

6. Combatant Commanders. As stated in DOD Reorganization Act of 1986, reference (i), the operational chain of command runs from the President, to the SecDef, to the combatant commanders. Combatant command (command authority) (COCOM) resides only in combatant commanders. Although a provision of the Act allows that communications between the President, the SecDef, and the combatant commanders pass through the CJCS; the combatant commanders are, nonetheless, responsible to the President and the SecDef for the performance of their assigned missions.

1003. DOD PLANNING SYSTEMS AND PROCESSES

1. The purpose of joint operation planning is to effectively use the military arm of national power to protect U.S. interests and implement national policy. Joint planning is a process whereby a commander applies a systematic series of actions or procedures to provide him information required to determine the best method of accomplishing assigned tasks.

2. The National Security Council (NSC) System. The NSC is the principal forum for deliberation of national security

policy issues requiring Presidential decision. The NSC system provides the framework for establishing national strategy and policy objectives. The NSC develops policy options, considers implications, coordinates operational problems that require interdepartmental consideration, develops recommendations for the President, and monitors policy implementation. The CJCS discharges a substantial part of the statutory responsibilities as the principal military adviser to the President, the NSC and the SecDef through the institutional channels of the NSC. The CJCS regularly attends NSC meetings and presents the views of the JCS and the combatant commanders. The NSC prepares National Security Directives that, with Presidential approval, implement national security policy. The policy decisions in these directives provide the basis for both military planning and programming.

3. The Joint Strategic Planning System (JSPS)

a. The JSPS is the primary formal means by which the CJCS, in consultation with other members of the JCS and the combatant commanders, carries out strategic planning and policy responsibilities to prepare a military strategy that supports national objectives as detailed in U.S. Code Title 10, reference (g).

b. The JSPS is a flexible system that forms the basis for interaction with other DOD systems; provides supporting military advice to the DOD Planning, Programming, and Budget Execution system (PPBE); and provides strategic guidance for use in JOPES.

c. JSPS provides for continuous study of the strategic environment to identify conditions or trends that may warrant a change in the strategic direction of the armed forces. A decision to modify the strategic direction of the armed forces based on this review would be reflected in the National Military Strategy (NMS) or the Joint Vision.

(1) The NMS articulates how the U.S will employ the military element of national power to support the national security objectives found in the President's National Security Strategy (NSS).

(2) The CJCS's vision, referred to as Joint Vision 2020, describes the operational concepts and capabilities required for future joint forces.

d. The JSPS products, particularly the NMS, assist the CJCS in providing for the preparation of contingency plans and the development of the Joint Strategic Capabilities Plan (JSCP). The JSCP provides strategic guidance, establishes requirements, and apportions resources to the combatant commanders and service chiefs to accomplish tasks and missions based on near-term military capabilities.

e. The JSPS provides for timely and substantive participation by the Joint Staff, services, combatant commanders, and combat support agencies in the development of each JSPS document. As programs are developed and resources allocated, JSPS products and JSPS-related documents provide a means to evaluate capabilities and assess program and budget adequacy and, where appropriate, propose changes. Major documents impacting the JSPS are:

(1) Strategic Planning Guidance (SPG). The SPG furnishes the SecDef's programming and fiscal guidance to the Military Departments for development of Department Program Objective Memorandums (POM) for the defense planning period. The SPG includes major planning issues and decisions, strategy and policy strategic elements, the SecDef's program planning objectives, the Defense Planning Estimate, the Illustrative Planning Scenarios (IPSs), and a series of studies. The SPG is the major link between the JSPS, National Security Strategy, and the PPBE.

(2) Contingency Planning Guidance (CPG). The CPG fulfills the SecDef's statutory duty to provide annually to the CJCS written policy guidance for contingency planning. The SecDef provides this guidance with the approval of the President, after coordination with the CJCS. The CPG focuses the guidance provided in the NMS and SPG and directly impacts the JSCP.

4. Planning, Programming and Budget Execution System (PPBE). This DOD military strategy formulation and resource management system develops and integrates defense policy, military strategy, service programs, and the DOD budget. This system's ultimate objective is the acquisition and allocation of resources to meet the warfighting needs of the combatant commanders. The PPBE, in conjunction with the JSPS, is used to define national military strategy, recommended forces, and translate them into budgetary requirements to be presented to Congress.

5. Joint Operations Planning and Execution System (JOPES). Joint operation planning is performed per policies and procedures established in this formal DOD-directed, CJCS-selected system. JOPES is the single system for military operation planning and execution, including the request for forces. JOPES includes policies, procedures, reporting structures, and personnel supported by C4I systems. JOPES supports and integrates joint operation planning activities at the national, theater, and supporting command levels. JOPES interrelates with three other national systems: the NSCS, JSPS, and PPBE. JOPES is the principal system within DOD for translating policy decisions into operation plans (OPLANs), concept plans (CONPLANs), functional plans (FUNCPLANs), and operation orders (OPORDs) in support of national security objectives. It also assists in identifying shortfalls, which are converted to joint operation requirements in PPBE. The shortfalls are used in making national resource decisions that affect the PPBE and the JSPS. JOPES is also the mechanism for providing movement requirements to lift providers for plans, crises, and all supported combatant commander or CJCS-sponsored exercises.

6. JOPES Planning Process

a. Joint operation planning and execution is a continuous, collaborative, interactive process across the full range of military operations. The activities of the entire Joint Planning and Execution Community (JPEC) are integrated through an interoperable and collaborative JOPES that provides for uniform policies, procedures, and reporting structures, supported by communications and computer systems, to monitor, plan, and execute the mobilization/activation, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations.

b. JOPES provides for orderly and coordinated problem solving and decision-making. Application of this process is highly structured to support the thorough and fully coordinated development of contingency plans. During crisis action planning, the process is shortened, as necessary, to support the dynamic requirements of changing events. During the execution of military operations, the process adapts to accommodate greater decentralization of joint operation planning activities under the centralized command of the President, SecDef, and combatant commanders.

In all its applications, the basic process remains fundamentally unchanged. It provides a consistent and logical approach for integrating the activities of the President, SecDef, CJCS, members of the JCS, combatant commanders, and all other members of the JPEC into a coherent planning and execution process to attain military objectives.

c. Based on the CJCS's JSCP planning requirements, the combatant commanders prepare four types of plans: OPLANs, CONPLANs with a TPFDD, CONPLANs without a TPFDD, and FUNCPLANs. These plans facilitate the rapid transition to crisis response for potential, perceived, and identified threats to U.S. security interests. Crisis action planning may begin with the deliberately produced plan and continues through military option selection and courses of action (COA), operation plan, and operations order development and implementation. It ends when the requirement for the plan is cancelled, the operation is terminated, or the crisis is satisfactorily resolved.

1004. KEY JOINT PLANNING DOCUMENTS

1. Joint Strategic Capabilities Plan (JSCP). The JSCP is published biennially as planning guidance and is used by the JCS to initiate the JOPES deliberate planning process. The JSCP assigns military tasks and apportions forces for planning to combatant commanders based on guidance from the SecDef and projected military capabilities in the near-term period. It directs the development of plans to support national security objectives.

2. Unified Command Plan (UCP). The UCP, reference (j), sets forth basic guidance to all combatant commanders, establishes their missions, responsibilities, and force structure; delineates the general geographical area of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders.

3. Joint Pub 0-2 Unified Action Armed Forces (UNAAF). The UNAAF, reference (k), sets forth the policies, principles, doctrines, and functions governing the activities and performance of the Armed Forces of the United States when two or more military departments or service elements thereof are acting together.

4. CJCSM 3122.01, JOPES Vol. I (Planning Policies and Procedures). JOPES Vol. I, reference (a), sets forth planning policies and procedures to govern the joint activities and performance of the U.S. Armed Forces. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders in development of selected tactics, techniques, and procedures for joint operations and training. It provides military guidance for use by the U.S. Armed Forces in preparing their appropriate plans. Specifically this publication describes JOPES functions and the environments in which planning for and executing conventional and nuclear joint military operations are conducted.

5. CJCSM 3122.03, JOPES Vol. II (Planning Formats and Guidance). JOPES Vol. II, reference (l), sets forth administrative instructions and formats to govern the format of joint operational plans submitted for review to CJCS.

6. CJCSM 3122.02, JOPES Vol. III (Crisis Actions Time-Phased Force and Deployment Data Development and Deployment Execution). JOPES Vol. III, reference (b), establishes procedures for the development of time-phased force and deployment data (TPFDD) and for the deployment and redeployment of forces within the context of JOPES in support of joint military operations, force rotations and exercises.

7. CJCSM 3150.16, JOPES Reporting Structure (JOPESREP). JOPESREP, reference (m), sets for guidelines and standards to be used in the organization and development of information reporting to the JOPES database.

1005. KEY MARINE CORPS PLANNING DOCUMENTS. Marine Corps doctrinal publications and operational handbooks serve as basic source documents for development of plans and orders. The Doctrine Division, Marine Corps Combat Development Command has cognizance of doctrinal publications. The list below contains those publications that relate to the FDP&E process:

MCDP 1-0, Marine Corps Operations
MCDP 5, Planning
MCDP 4, Logistics
MCWP 5-1, Marine Corps Planning Process
MCWP 4-1 Logistics Operations

MCWP 4-12 Operational Level Logistics
MCO P3000.19, Total Force Mobilization, Activation, Integration, and Deactivation Plan (MAID-P)
MCO P3000.17A, Maritime Pre-positioning Force Planning and Policy
MCO P4400.39H, War Reserve Manual
MSTP Pamphlet 4-0.2A Logistics Planner's Guide
MSTP Pamphlet 5-0.3 MAGTF Planner's Reference Manual
MSTP Pamphlet 6-3 FDP&E in Support of MAGTF Operations

1006. DIRECTED PUBLICATIONS. The following is a list of directed publications to be held at Headquarters and Command Elements within those Marine Corps organizations involved with the FDP&E process:

CJCSM 3122.01, JOPES Vol. I
CJCSM 3122.03, JOPES Vol. II
CJCSM 3122.02C, JOPES Vol. III
CJCSM 3150 Series, Joint Reporting Structure Series (JOPESREP)
Joint Pub 0-2, United Action Armed Forces (UNAAF)
MCDP 1-0, Marine Corps Operations
MCWP 4-12 Operational Level Logistics
MCWP 5-1, Marine Corps Planning Process
Joint Pub 1-02, DOD Dictionary of Military and Associated Terms
Joint Pub 4-01.3, Joint Tactics, Techniques and Procedures for Movement Control
MCO P4400.39H, War Reserve Material (WRM) Policy Manual
Joint Pub 3-0, Doctrine for Joint Operations
Joint Pub 5-0, Doctrine for Planning Joint Operations
Joint Pub 3-35, Joint Deployment and Redeployment Operations
Joint Pub 4.01-8, Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement and Integration
DOD 4500.9-R, Defense Transportation Regulation
MSTP Pamphlet 4-0.2A Logistics Planner's Guide
MSTP Pamphlet 5-0.3 MAGTF Planner's Reference Manual
MSTP Pamphlet 6-3 FDP&E in Support of MAGTF Operations

1007. COMBATANT COMMANDER AS THE FOCAL POINT

1. Role. By examining and anticipating the potential for instability or crisis, the regional combatant commander develops plans for the deployment and employment of

military assets (as well as examining the complementary economic, diplomatic, and political options). These options used singly or in various combinations, can be carried out with the intent of deterring or averting a crisis. They vary widely from large joint and combined operations with the deployment of task forces, to small mobile training teams and low-level military-to-military contacts. Forward presence forces throughout the world and at sea, though reduced in size, are fundamental to this concept.

2. Planning. Planning is decentralized to the combatant commanders to the maximum extent possible. The SecDef furnishes broad policy and strategy guidance, mission assignment, and final plan review. The assumptions, the concepts of operations, and specific forces to be employed are determined by the combatant commanders and approved by the SecDef/CJCS, in close coordination with the services and defense agencies.

1008. COMMAND RELATIONSHIPS. Command relationships are expressed in terms of authority and responsibility as well as on the exercising of coordination and support. Relationships discussed in this Manual reflect the information contained in JCS Publication 0-2, Unified Action Armed Forces (UNAAF), reference (k). Appendix G (Terms and Definitions) contains descriptions of command relationships.

1009. TASKING AUTHORITY AND COMMAND RELATIONSHIPS FOR PLANNING

1. The JSCP apportions major combat forces to the combatant commanders for preparation of plans.

a. With JSCP direction and authorization, the combatant commanders commence their detailed deliberate planning for war.

b. A letter of instruction (LOI) or planning guidance is published by a supported or supporting combatant commander, directing apportioned or assigned forces to formally begin planning.

c. Combatant commanders may exercise COCOM or Operational Control (OPCON) over supporting MAGTFs. They may also delegate OPCON to subordinate unified commanders;

a Joint Task Force (JTF) established by the unified commander; or to a service or functional component commander.

(1) Subordinate unified commanders, JTF commanders, and or functional component commanders may exercise OPCON over MAGTFs when the MAGTF is designated as attached.

(2) The naval component commander may exercise OPCON over the MAGTF when directed to do so by appropriate authority. This normally occurs when the MAGTF is an integral part of the naval component and amphibious operations are anticipated.

2. Operational planning command relationships vary according to each plan and/or combatant commander supported. The mission assigned to a MAGTF in various plans has the greatest bearing on command relationships. Therefore, command relationships must be established for each plan to which forces are apportioned.

3. Primary Planning Authority. The primary authority for plan development rests with the combatant commanders. Tasking from the combatant commanders flow to assigned component commanders as a requirement for supporting plans.

a. Planning authority exists at all echelons of command. In deliberate planning, the primary planning authority for Marine Corps Forces is the COMMARFOR (Marine component commander).

(1) The MARFOR commander is the U.S. Marine Corps service component commander to a combatant commander. He coordinates all U.S. Marine Corps activities and service support for the combatant commander to which assigned.

(2) A MARFOR commander may delegate some of his planning authority to a MEF commander. Units smaller than MEF are not normally staffed to adequately handle component planning responsibilities. In that case, the MEF may become the principal planning agent and is authorized to speak for the MARFOR in development of the component part of the combatant commander's plan.

(3) When coordinating TPFDD development, the supported MARFOR or his principle planning agent normally will have authority for direct liaison with the supporting

MAGTF per guidance provided in the report for planning message and as approved by the supporting MARFOR. Supporting MARFOR/MEFs must be kept informed of all communication between the principal planning agent and the supporting MAGTF.

1010. TOTAL FORCE ROLES AND PLANNING RESPONSIBILITY WITHIN THE MARINE CORPS

1. Deputy Commandant, PP&O (D/C, PP&O), HQMC, has overall staff cognizance for Marine Corps Total Force mobilization planning and execution. PP&O is the single point of contact for Marine Corps policy on joint or combined deliberate and crisis action planning.

a. PP&O is responsible for coordinating the development and execution of service plans and policies related to the structure, deployment and employment of Marine Corps forces in general and is the Commandant's principal staff agency for development and articulation of a wide spectrum of concepts, plans, and policies. Primary tasks include:

(1) Recommending supporting and supported MARFOR/MEFs when a combatant commander has been apportioned two or more MAGTFs.

(2) Form an OPLAN working group to coordinate staff guidance to the supported and supporting MARFOR/MAGTF commanders for plan development.

(3) Provide representation, as required, to all combatant commander planning conferences.

(4) Establish and chair the HQMC FDP&E Working Group. This Working Group will review, recommend changes, and monitor the implementation of USMC FDP&E policies and procedures. The Working Group will include:

(a) PP&O (PLN, POC, POR)

(b) I&L (LP)

(c) AVN

(d) M&RA (MPP-60, RAC)

(e) C4

(f) MCCDC

(g) MARCORLOGCOM

(h) Adjunct members will include CNO (N1, N3, N5), BUPERS, MARFORS, MARCORBASESLANT/PAC and other commands/agencies as required.

(5) Review and publish updates, as required, to this Directive.

2. Deputy Commandant, M&RA (D/C, M&RA) is the point of contact for personnel management within the Marine Corps. D/C, M&RA has staff cognizance to ensure that systems and procedures are established to provide individual manpower to augment/reinforce active and reserve units and the supporting establishment. During the initial phases of plan development, M&RA will establish manpower policies, to include personnel replacement policies. Detailed information on replacement operations will be provided to the supported MARFOR, or his designated principal planning agent. D/C M&RA will provide manning level planning factors for activation and future manpower planning based on the level of mobilization as directed by the President.

3. Deputy Commandant, I&L (D/C, I&L), is the single point of contact for Marine Corps policy on planning for ground logistics support to the supported MARFOR. Ground logistics policy will be coordinated by Logistics Operations and Sustainment Center (LP) and/or the Logistics Readiness Coordination Center (LRCC) through the HQMC Crisis Response Cell (CRC) in a crisis or during plan execution. D/C, I&L, is responsible for assessing the capability to equip and sustain deploying MAGTFs, and supporting the increased base support actions during mobilization.

4. Deputy Commandant, Aviation (D/C, AVN) has staff cognizance to ensure that Navy systems, procedures, and processes support the deployment, employment, and sustainment of Marine aviation.

5. COMMARFORS have primary responsibility for advising their combatant commanders on the appropriateness of specific tasks assigned to USMC forces, providing U.S. Marine Corps forces and their appropriate time-phased force

and deployment data, identifying force requirements, and planning for reception and force integration when required.

6. COMMARFORRES (4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Mobilization Command) is responsible for training, organizing, and equipping the Ready Reserve; and for the development and maintenance of accurate unit information utilizing standard Marine Corps planning systems. MCO P3000.19, Total Force Mobilization, Activation, Integration, and Deactivation Plan (MAID-P), reference (d), contains detailed guidance on policies and procedures for the mobilization, activation, integration, and deactivation of the U.S Marine Corps Reserve Forces.

7. COMMARCORLOGCOM, Albany, has primary responsibility for managing the Marine Corps War Reserve Program (ground equipment and material); coordinating time-phased shipments with the MARFORs; and coordinating transportation for movement of time-phased shipments through the U.S. Transportation Command (CDRUSTRANSCOM).

CHAPTER 2

PLANNING PROCESS

2000. INTRODUCTION

1. This chapter contains information on the joint planning process, the Marine Corps Planning Process, and the relationship to the Marine Corps deployment planning and execution process. The Force Deployment Planning & Execution process is an intricate part of the overall planning process and is designed to provide command and control of deployment operations. Planning and executing force projection, that is the deployment of forces so that they can be employed to fulfill national security requirements, is the primary function of the DOD.

2. Joint Operation Planning. The process of planning joint operations occurs through a series of specific steps or phases. The first step is the overall operation plan tasking process, followed by the different phases of plan development.

a. Tasking for Military Planning. The focus of joint operation planning is the production of a contingency plan for military action. The process of plan production begins with the issuance of the President's National Security Strategy, which is supported with funding or resources by Congress. It is then defined by task assignment of the SecDef and CJCS through the National Military Strategy, the Contingency Planning Guidance, and the Joint Strategic Capabilities Plan. The individuals and agencies involved in the planning process include the President, the SecDef, the NSC, supporting executive level departments and agencies, and the Joint Planning and Execution Community (JPEC).

(1) Executive Level Departments and Agencies. Decisions on national policy, detailed development of resource levels, and overall strategic direction of the U.S. armed forces are made by the President and SecDef. The executive departments participating in the process are the Departments of Defense and State, and organizations within the Office of the President, specifically the National Security Council.

(2) JPEC. The JPEC is the label applied to a conceptual organization composed of all of the combatant commanders, their components, services, and any supporting agency. The CJCS and the Joint Staff publish the JSCP, reference (f), for the SecDef, assign planning tasks,

review the planning products, and approve the final version of JSCP directed plans, reference (f). The supported combatant commander and his subordinate commanders are principally responsible for developing the deliberate plan, and if directed, executing it. The combat support agencies (i.e., Defense Intelligence Agency, National Geospatial-Intelligence Agency, and Defense Logistics Agency) have an advisory role in the preliminary direction of contingency operations and approval of final plans. The services and their logistics organizations make available and provide forces and equipment for the supported combatant commands through their service component commanders.

b. Planning Definitions. Operation plans are prepared in two formats, OPLAN or CONPLAN. Additionally, there are functional plans and campaign plans. There are three types of planning: campaign planning, deliberate planning and crisis action planning. Figure 2-1 depicts these relationships.

(1) Operation Plan. Any plan for the conduct of military operations.

(2) OPLAN. An operation plan in complete format that can be used as a basis for the development of an OPORD. It includes a movement schedule for the identified forces and required supplies. The forces, supplies, and their time phasing are identified in Time-Phased Force and Deployment Data (TPFDD) files.

(3) CONPLAN. An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD.

(4) CONPLAN with TPFDD. The same as CONPLAN, except that more detailed planning for the phased deployment of forces has been accomplished.

(5) Functional Plan. Plans involving the conduct of military operations in a peacetime or permissive environment, developed to address requirements such as: disaster relief, nation assistance, surveillance, protection of U.S. citizens, or similar tasks.

(6) Campaign Planning. A comprehensive view of the combatant commander's theater of operations that defines the framework in which an OPLAN fits. Campaign planning

offers purpose and a common objective to a series of OPLANS.

(7) Deliberate Planning. The Joint Operation Planning and Execution System process involves the development of joint operation plans for contingencies identified in joint strategic planning documents. The planning process is for the deployment and employment of apportioned forces and resources, which occurs in response to a hypothetical situation.

(8) Crisis Action Planning (CAP). CAP is part of the JOPES process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planners base their plan on the circumstances that exist at the time planning occurs.

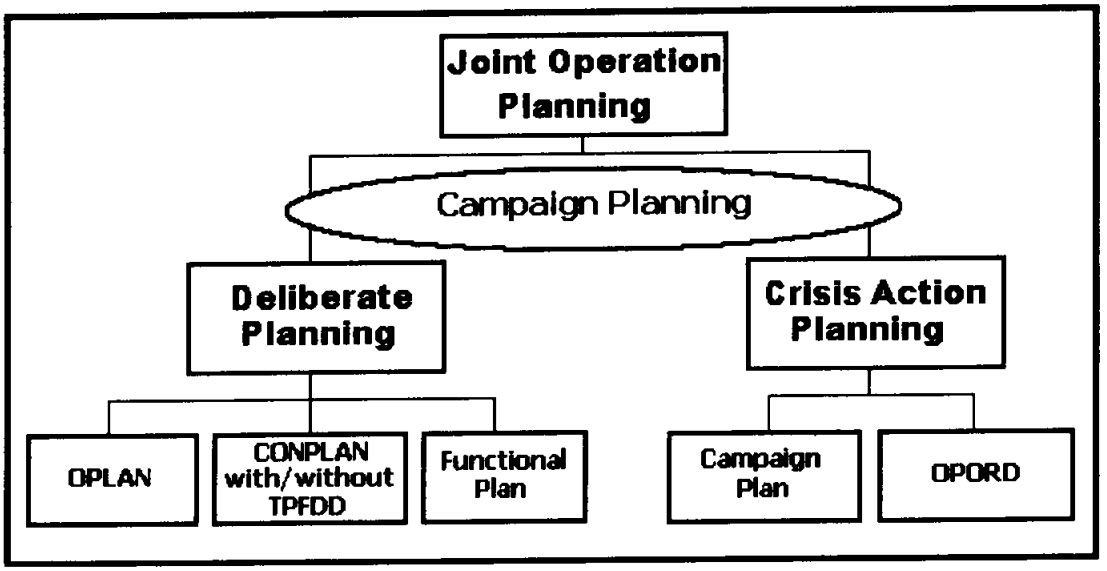


Figure 2-1: Types of Joint Operation Plans.

3. Joint Operation Plan Development. The plan development process is a structured method of planning for joint operations, whether it is the production of a deliberate contingency plan or a crisis action plan. JOPES is the DOD directed process for joint planning. It is comprehensive enough to thoroughly prepare a concept of military operations and sufficiently automated to handle the enormous quantities of data involved in military operation planning. The JOPES computer tools afford reasonable assurance that the plan will work as expected on execution,

or can be modified during execution to adapt to changing circumstances.

2001. THE MARINE CORPS PLANNING PROCESS (MCPP). The MCPP is an internal planning process used by Marine Corps operating forces. It is aligned with, and complements, the joint deliberate and crisis action planning processes. The MCPP organizes the planning process into six manageable, logical steps. It provides the commander and his staff a means to organize their planning activities and transmit the plan to subordinates and supporting commands. Through this process, all levels of command can begin their planning effort with a common understanding of the mission and commander's intent. The interactions among various planning steps allow a concurrent, coordinated effort that maintains flexibility, makes efficient use of available time, and facilitates continuous information sharing.

1. Phases of The Marine Corps Planning Process. The six steps that make up the Marine Corps Planning Process are: Mission Analysis, Course of Action Development, Course of Action War Game, Course of Action Comparison and Decision, Orders Development, and Transition. These steps are depicted in Figure 2-2.

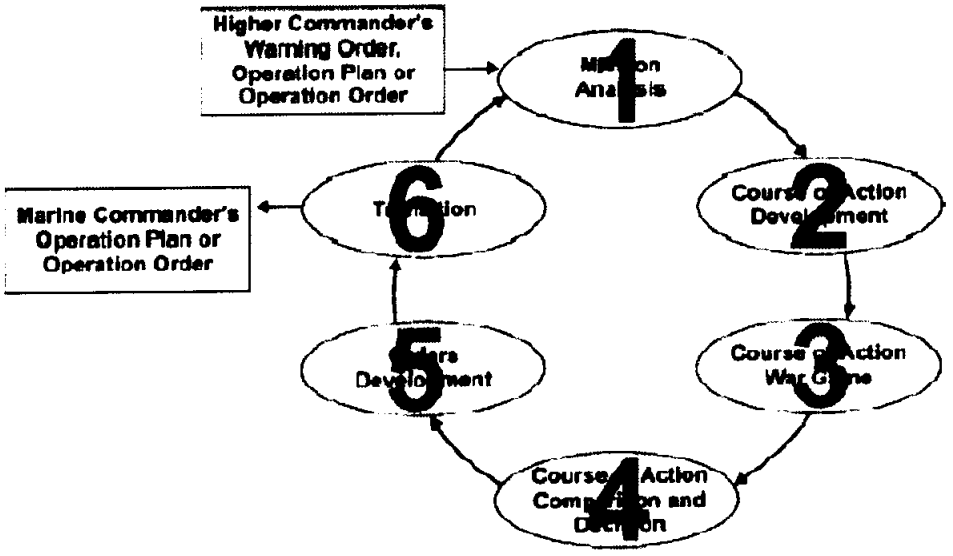


Figure 2-2: Marine Corps Planning Process Steps.

a. Mission Analysis. Mission analysis is the first step in planning. The purpose of a Mission Analysis is to review and analyze orders, guidance, and other information provided by higher headquarters and produce a unit mission

statement. Mission analysis drives the remainder of the MCPP. The analysis of the commander's mission leads to the production of several key elements of the planning process: a mission statement, the commander's intent, and the commander's planning guidance. Other products that are developed through Mission Analysis are: updated Intelligence Preparation of the Battlespace (IPB) products, specified tasks, implied tasks, essential tasks, Warning Order, restraints/constraints, assumptions, resource shortfalls, subject matter experts (SME) shortfalls, Centers of Gravity (COGs) analysis (friendly and enemy), approved commander's critical information requirements (CCIRs), requests for information, and initial staff estimates.

b. Course of Action (COA) Development. A course of action is a broadly stated potential solution to an assigned mission. During COA development, the planners use the mission statement (which includes the higher headquarters commander's tasking and intent), commander's intent, and commander's planning guidance to develop the COAs. Each prospective COA is examined to ensure that it is suitable, feasible, acceptable, distinguishable, and complete with respect to the current and anticipated situation, the mission, and the commander's intent. In developing a course of action, other planning tools include:

(1) The Warning Order (Specified/Implied/Essential Tasks)

(2) Restraints/Constraints

(3) Updated IPB products

(4) Commander's Critical Information Requirements

(5) Other requests for information

(6) Assumptions

(7) Center of Gravity (COG) Analysis (enemy and friendly)

(8) Resource and Subject Matter Expert (SME) shortfalls

(9) Initial Staff Estimates

c. Course of Action War Game. COA war gaming involves a detailed assessment of each COA as it pertains to the enemy and the battle space. Each friendly COA is war-gamed against selected threat COAs. COA war gaming assists the planners in identifying strengths and weaknesses, associated risks, and asset shortfalls for each friendly COA. COA war gaming may identify branches and potential sequels that may require additional planning. Short of actually executing the COA, COA war gaming provides the most reliable basis for understanding and improving each COA.

d. Course of Action Comparison and Decision. In COA comparison and decision, the commander evaluates all friendly COAs—against established criteria, then against each other—and selects the COA that he deems will best accomplish the mission.

e. Orders Development. During Orders Development, the staff takes the commander's COA decision, mission statement, commander's intent, and guidance, and develops orders to direct the actions of the unit. The order development phase is another critical portion of MCPP. These orders serve as the principal means by which the commander expresses his decision, commander's intent, and guidance in a clear, concise manner.

f. Transition. Transition is an orderly handover of a plan or order as it is passed to those tasked with execution of the operation. It provides those who will execute the plan or order with the situational awareness and rationale for key decisions necessary to ensure there is a coherent shift from planning to execution.

2. Marine Corps Planning Process Relationships

a. Deliberate Planning Process Interface. The MCPP interfaces with the deliberate planning process during the supporting plan development phase, as shown in Figure 2-3. Supporting plans are developed once the combatant commander's concept has been approved and a plan has been developed. Marine Corps supporting plans address the tasks identified for Marine Corps operational forces and outline the actions of assigned and augmenting forces. The MCPP provides a disciplined approach for the Marine Corps component commanders and staffs to prepare these plans

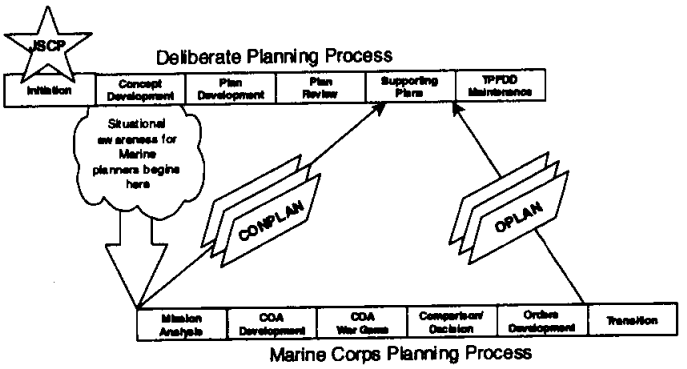


Figure 2-3: MCPP Interface with the Deliberate Planning Process.

b. Crisis Action Planning Process Interface. The MCPP interfaces with the crisis action planning process beginning in Situation Development and continues throughout the process as Marine Corps planners develop new plans, or expand or modify existing plans. This relationship is depicted in Figure 2-4.

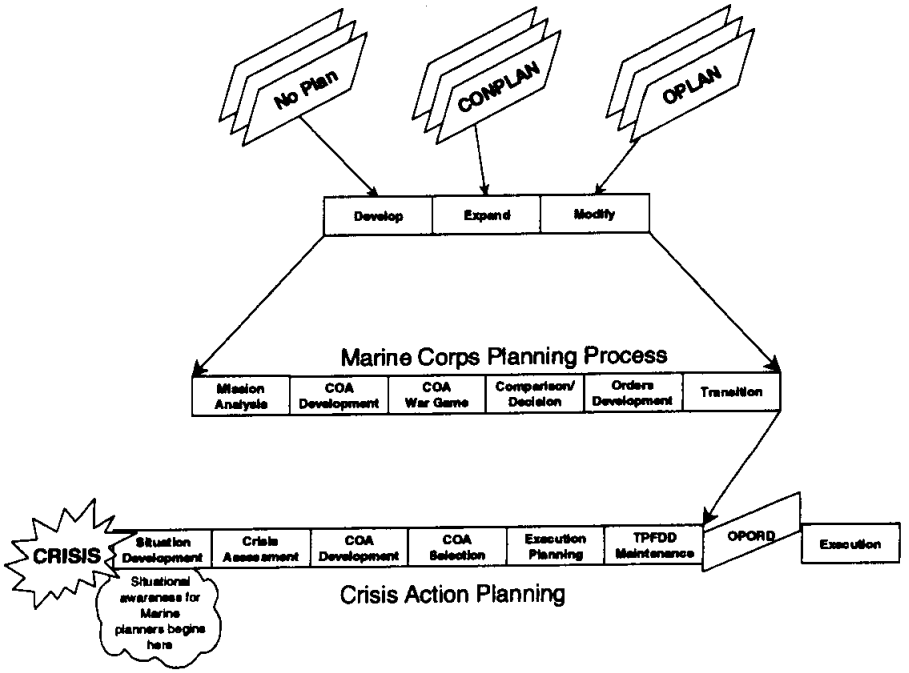


Figure 2-4: MCPP Interface with the Crisis Action Planning Process.

3. Marine Corps FDP&E within the MCPP

a. MAGTF commanders require a single source of accurate and timely deployment information to ensure that deployment planning and execution supports the planning and execution for the employment of forces. MAGTF commanders need to

present consolidated force and transportation requirements to the supported joint force commander and the transportation providers. Additionally, the MAGTF commander requires the ability to monitor and influence the phasing of Marine forces into theater using current capability sets and associated warfighting functions.

b. The MAGTF commander initiates the MCPP by directing his operations officer to stand up the operational planning team (OPT). Although the operations officer is the principal staff officer responsible to the commander for plan development and execution, he is assisted by the entire staff. To fully integrate FDP&E into the planning process, the commander also directs the establishment of a deployment operations team (DOT).

c. The DOT is a method of engaging those staff personnel involved with force deployment early in the planning process. The DOT normally consists of the following core personnel:

(1) Force Deployment Officer (FDO). The FDO is the G-3 representative for FDP&E that provides oversight of deployment aspects for all operations. The FDO will also chair DOT meetings during which the DOT maintains close scrutiny of all staff functional areas in support of deployments.

(2) Strategic Mobility Officer (SMO)/Embarkation Officer. The SMO addresses all transportation issues and maintains a strategic mobility schedule of events. The SMO also reviews all TPFDDs for accuracy and publishes transportation planning guidance for strategic airlift and sealift movements.

(3) JOPES Officer. The JOPES Officer reviews Time-Phased Force and Deployment Data and deployment orders for compliance with established policies and regulations. He/She also advises on Marine Corps and Joint policy, procedures, processes, planning and review.

d. Other personnel are made available to the DOT as required to support deployment planning; i.e. MSC representatives, Personnel Officer, Installation TMOs, Supporting Command Liaison Officers.

e. The DOT and the OPT work as an integrated team. Once a notional force list is identified and certain critical information is available, such as area of operations, plan identification, C-Day, earliest arrival date (EAD)/latest arrival date (LAD), ports of debarkation (PODs) and force requirement number (FRN) structure, plan "shells" can be developed and distributed to the MSCs. These plans reflect the results of the force requirements specified by the MAGTF commander and are coupled with his intent regarding the phasing of forces. The OPT and the DOT use the authority available through "report for planning" to gain further situational awareness and clarity on issues affecting operational, logistical and deployment planning. The OPT and the DOT will develop both the FDP&E and reception, staging, onward movement and integration (RSO&I) plans concurrently, before a COA decision has been reached.

2002. JOPES DELIBERATE PLANNING PROCESS

1. Deliberate planning is the process involving the development of joint plans for contingencies identified in joint strategic planning documents. Deliberate planning is accomplished within cycles that complement other DOD planning cycles per the Joint Strategic Planning System and is used when time permits the total participation of the commanders and staffs of the Joint Planning and Execution Community (JPEC). Development of the plan; coordination among supporting commanders, agencies, and the services; reviews by the Joint Staff; and conferences of JPEC members are scheduled to occur within the two year planning cycle. The five formal phases of the deliberate planning process, depicted in Figure 2-5, begin when a commander receives a task assignment and end when supporting plans have been approved by the supported commander. The process is continuous and is almost identical, whether the resulting operation plan is a fully developed OPLAN, CONPLAN, or functional plan. Operation plans remain in effect until canceled or superseded by another approved plan. While in effect, they are continuously maintained and updated.

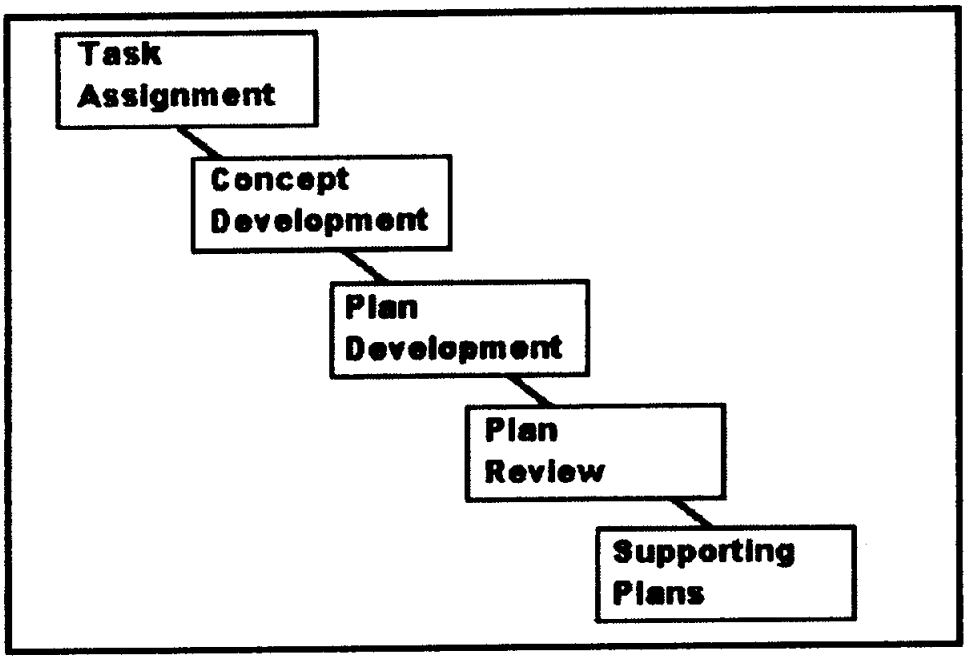


Figure 2-5: Deliberate Planning Phases.

2. The Deliberate Planning Process

a. Phase I - Task Assignment. Initiation of the deliberate planning process begins with task assignment. During this phase, planning tasks are assigned, resources available for planning are identified, and the groundwork is laid for planning.

(1) Background. The President and his advisors develop the nations strategic direction. All elements of national power—the military, diplomatic, economic, and informational elements—are considered in the formulation of national strategy. Possible military action in response to situations that threaten U.S. national interests is an important part of the national strategy. The National Security Council (NSC) prepares the national strategy document for the President's signature and publication. The title of this document varies from one administration to another.

(2) After the national strategy is signed by the President and published, the CJCS translates the worldwide military strategy into specific planning requirements. Those specific planning requirements are assigned to the combatant commanders and resources are "apportioned" for planning purposes.

(3) Apportioned/Allocated Resources. Apportioned resources are those resources provided to each combatant commander for planning purposes. They may include any limited, critical assets such as: combat forces, support forces, supplies, and strategic or theater transportation. Allocated resources, on the other hand, are the resources actually provided at the time of execution.

(4) The following documents contain the task assignments of the CJCS.

(a) The Unified Command Plan (UCP), reference (j). Refer to paragraph 1004.

(b) Joint Publication 0-2, Unified Action Armed Forces (UNAAF), reference (k). Refer to paragraph 1004.

(c) The Joint Strategic Capabilities Plan (JSCP), reference (f). Refer to paragraph 1004.

(d) New Tasking. The CJCS may direct preparation of additional plans not included in the current JSCP, reference (f). The new tasking is usually in the form of a message or other directive. If the new task is a continuing responsibility, it will be incorporated into the next edition of the JSCP.

(5) Unassigned Planning Tasks. The combatant commander's planning tasks are not limited to those specified by higher authority. The combatant commander may prepare plans considered necessary to discharge command responsibilities described in the UCP, reference (j) and UNAAF, reference (k), but not specifically addressed. The combatant commander may also prepare plans to cover contingencies not assigned by the JSCP, reference (f). The SecDef must approve all plans in which the combatant commander directs tasks to forces not currently assigned to his command.

b. Phase II - Concept Development. Concept development is the phase in which: all factors that can significantly affect mission accomplishment are collected and analyzed; the mission statement is deduced; subordinate tasks are derived; COAs are developed and analyzed; the best COA is determined; and the combatant commander's strategic concept

developed and documented. The sequential steps in this phase are shown in Figure 2-6.

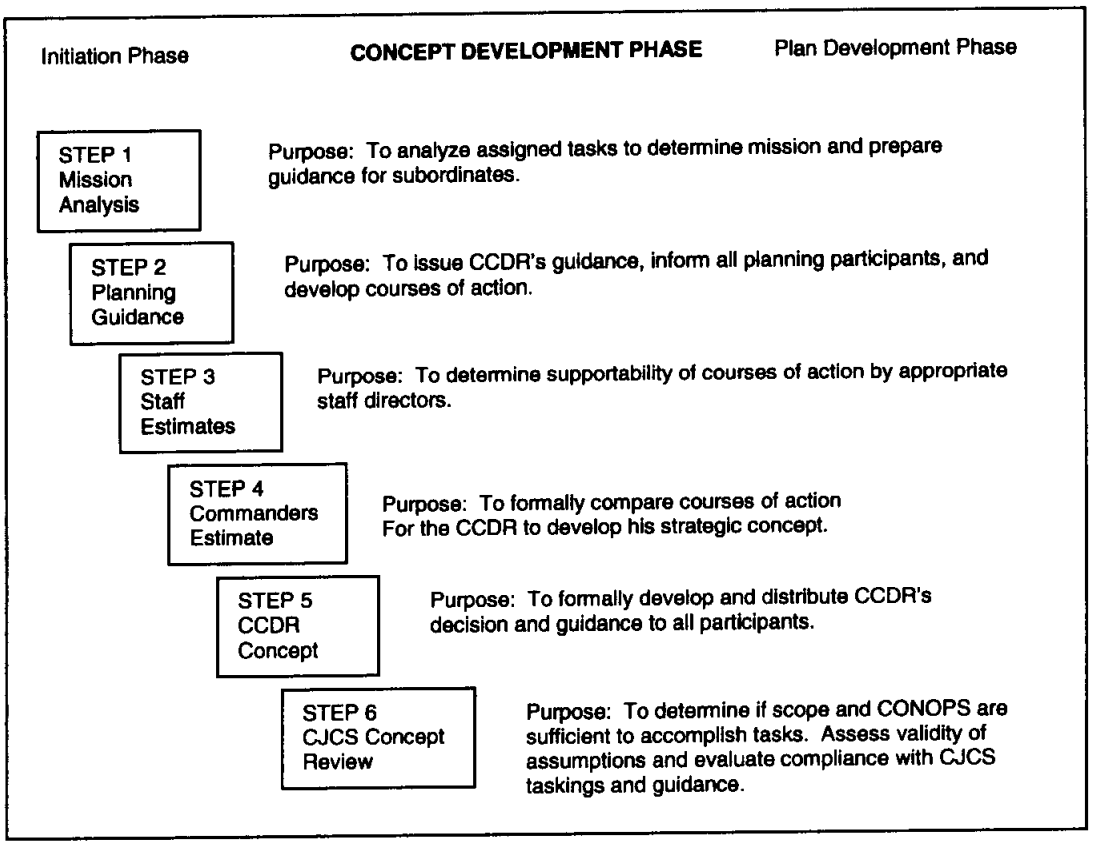


Figure 2-6: Concept Development Phase.

(1) Background. The second phase of deliberate planning is conducted in an orderly series of six steps. While the steps diagramed in Figure 2-6 are described individually, they may not always be conducted separately or in the sequence listed. In actual practice steps are often repeated, combined or done concurrently, and the staff work done in one step affects the other steps. In any case, the activities presented must be accomplished and the related products produced to develop a concept of operations for JCS approval.

(2) Mission Analysis. The first step in the development of a concept of operations begins with a careful analysis of the task assignment.

(a) During Mission Analysis the combatant commander and his staff view the overall operation to:

1. Determine assigned, implied, and subsidiary tasks to develop a concise mission statement.

2. Consider the forces apportioned for planning, the capabilities of the enemy, the terrain, geographic features that support friendly and enemy forces, and weather.

3. Incorporate controlling factors levied by others that will influence the military operation such as: diplomatic understandings, economic conditions, host-nation issues, etc.

(b) Mission Statement. In the Mission Analysis step, the supported commander's analysis of the JSCP tasking results in a mission statement, reference (f). It is a clear, concise statement of the objective to be accomplished by the command (what) and the purpose to be achieved (why). Multiple tasks are normally described in the sequence in which they are to be done. Routine tasks or inherent responsibilities of the commander are not usually included in the mission statement. The mission statement carries through the planning process and is included in the planning guidance, the planning directive, staff estimates, the commander's estimate, the combatant commander's strategic concept, the concept of operations, and the completed operation plan.

(3) Planning Guidance. The second step of the concept development phase provides initial planning guidance to the combatant commander's staff and subordinate commanders. This is usually accomplished with a written planning directive, or a planning conference, or both. Proposed COAs are developed during this step.

(a) Initial Guidance. The supported commander provides his initial guidance so that the staff can understand the assigned task, derived mission statement, and restrictions or other considerations that will affect their planning. The guidance may include mission, assumptions, nuclear and chemical warfare, political considerations, tentative courses of action, planning schedule, and initial staff briefings.

(b) Commander's Intent. The commander's intent describes the desired end state and provides a focus for all subordinate elements. It is a concise expression

of the operation, not a summary of the concept of the operation. It may include the commander's assessment of the enemy commander's intent, how the posture of units at the end state will facilitate the transition to future operations, and an assessment of where the commander will accept risk during the operation.

(c) Planning Directive. Initial guidance is normally communicated to the staff, subordinate commanders, and supporting commanders through a planning directive. The supported combatant commander publishes this directive to ensure that everyone understands the commander's intent. The contents of a planning directive are not specifically spelled out in the deliberate planning procedures, but generally include the subjects listed under initial guidance.

(4) Staff Estimates. The combatant commander's staff analyzes each tentative COA to determine its supportability. During the process, each staff division reviews the mission and situation from its own staff functional perspective and concludes whether the mission can be accomplished and which COA can best be supported. The staff estimates give the combatant commander the best possible information to select a COA. Information from the staff estimates is also used to develop the commander's estimate in the next step.

(5) Commander's Estimate. Using information developed during the staff estimates, the commander's estimate documents the decision process used by the combatant commander in choosing his course of action. A commander's estimate is used in both deliberate and crisis action planning and consists of five paragraphs.

(a) Mission

(b) The Situation and Courses of Action

(c) Analysis of Enemy Capabilities

(d) Comparison of Friendly COAs

(e) Decision

(6) Combatant Commander's Concept. The supported commander prepares a strategic concept, which is an

expansion of the selected COA. It is a narrative statement of how to conduct operations to accomplish the mission. The strategic concept clarifies the intent of the commander in the deployment, employment, and support of apportioned forces. It also identifies major objectives with target dates for their attainment and is written in sufficient detail to impart a clear understanding of the combatant commander's overall view of how the operation will be conducted.

(7) CJCS Concept Review. The combatant commander's Strategic Concept is forwarded to the CJCS/SecDef for review and approval. The Joint Staff conducts the review for the CJCS and initially determines whether the concept is in the proper format, conforms to JSCP guidance, reference (f), and is consistent with joint doctrine. After the initial Joint Staff review, the JPEC conducts independent reviews and submits comments. Results of the review are forwarded to the supported commander and the strategic concept is either approved for further plan development, or disapproved citing the requiring significant changes needed for resubmission. Once approved by CJCS/SecDef, the combatant commander's strategic concept becomes the concept of operation for the plan.

c. Phase III - Plan Development. The combatant commander uses the approved Strategic Concept as the concept of operations for plan development and subsequent phases of the deliberate planning process. In the plan development phase, the staff expands and formally documents the concept of operations in the appropriate operation plan format. The process is the same for OPLANs, CONPLANs, and Functional Plans. Subsequent discussion of the plan development phase will focus on planning procedures for OPLANs.

(1) Publishing A TPFDD Letter Of Instruction (LOI). The supported commander publishes a letter of instruction (LOI) at the beginning of the plan development phase. The LOI provides the component commanders, supporting commands, and agencies specific guidance on how to develop the TPFDD. The LOI should be coordinated with affected organizations (e.g., CDRUSTRANSCOM, DLA) prior to publication to ensure that the planning guidance is current. At a minimum, the LOI should address:

(a) The format for force requirement number (FRN) construction unit line number (ULN) designators for forces and their accompanying supplies

(b) Cargo increment number (CIN), and personnel increment number (PIN) designators for non-unit related resupply and personnel replacements

(c) Material feasibility estimator (MFE) to be used to calculate non-unit related resupply and personnel replacements

(d) Force module assignment

(e) Priority of air and sea movement for major units

(f) Apportionment of airlift and sealift capability between service components and resupply; standard earliest arrival date-latest arrival date (EAD-LAD) windows

(g) Specific guidance for the planning factors file

(h) Re-supply record aggregation guidance

(i) Retrograde, chemical and nuclear TPFDD guidance

(j) Attrition planning factors (equipment and personnel)

(k) Standard ports of embarkation (POEs) and ports of debarkation (PODs) for forces and channels of resupply

(l) Combatant Commander Required Date (CRD)

(m) Key planning time lines or milestones and TPFDD points of contact for the supported and supporting combatant commanders' staffs

(n) Supported commander's classification guidance and OPSEC planning guidance.

(2) Subordinate Commands. During the initial steps of this phase, subordinate commanders become principal participants; generally, they are the component commanders. Planners on the staffs of the component commands begin developing the total package of forces required for the operation. They start with the major combat forces selected from those apportioned for planning in the original task-assigning document and included in the combatant commander's concept of operations. Working closely with the staffs of service headquarters, other supporting commands, and combat support agencies, they identify requirements for support forces and sustainment.

(3) Movement. The supported commander consolidates each component's forces and supplies, and phases their planned movement into the theater of operations. The resources are proposed for arrival in theater and at the final destination using intratheater transportation and transportation organic to the subordinate commands. CDRUSTRANSCOM simulates force flow, and then make recommendations to increase efficient use of strategic assets. The combatant commander can then make reasonable assumptions that the transportation for the operation is grossly feasible. The later steps of the phase fill the plan's hypothetical requirements with actual units and sustainment entries that can be identified. In the refinement step, movement of these units is again computer simulated, and CDRUSTRANSCOM develops movement tables. The final documentation for the transportation-feasible OPLAN is prepared.

d. Plan Development Phase Steps. The plan development phase of deliberate planning will generally follow the eight sequential steps shown in Figure 2-7. These steps may overlap, occur simultaneously, or be repeated if required. The same flexibility displayed in the COA refinement process is also present here, as shortfalls are discovered and eliminated. Computer applications within the JOPES ADP suite, MAGTF LOGAIS, and JFRG II are keys to the timely development of a realistic force flow.

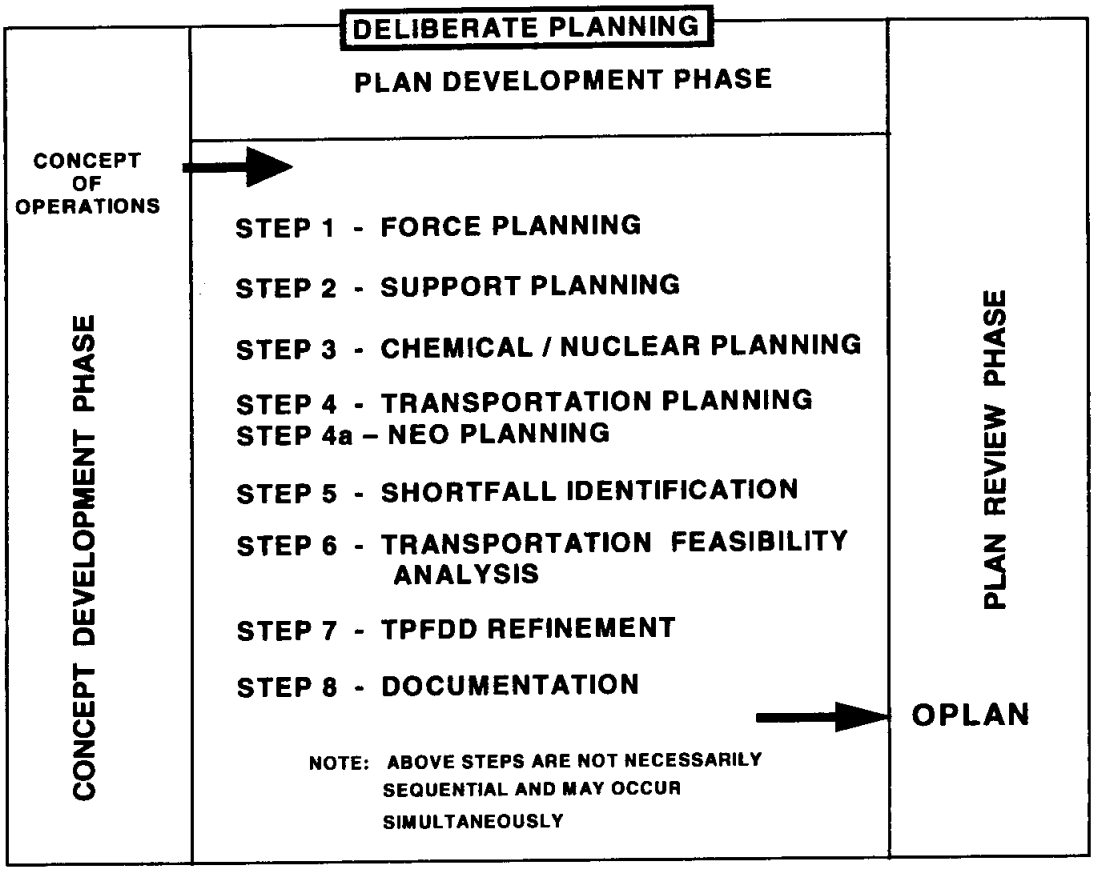


Figure 2-7: Plan Development Phase.

(1) Step 1 - Force Planning

(a) Force planning is the product of Mission Analysis and intelligence assessment work, with its foundation in the supported commander's concept of operations. Force planning should identify all forces needed to accomplish the combatant commander's concept of operations and phase them into the theater of operations. Force planning is based on CJCS, service, and USSOCOM (for special operations) guidance and doctrine. It consists of force requirements determination; force list development and refinement in light of force availability; and force shortfall identification and resolution. Force planning is ultimately the responsibility of the supported commander, but the service components must source the force capabilities to meet the supported commanders requirements.

(b) The original task-assigning instrument, the JSCP, reference (f), or other such directive, identifies major combat forces apportioned for planning by the combatant commanders. Forces apportioned for use in

developing operation plans will be those projected to be actually available during the JSCP period at the level of mobilization specified for planning. CJCS/SecDef approval is required when combatant commander initiated plans cannot be supported with apportioned resources. The combatant commander's strategic concept clearly identifies the principal combat forces required by the concept of operations.

1. In addition to major combat forces, the total force list includes combat support (CS) and combat service support (CSS) forces, as well as smaller units of combat forces that are essential to the success of any military operation. Each component commander develops his own total force list comprised of combat, CS, and CSS forces using service planning doctrine and policies as guidance. Essential combat and support forces that are available for planning may also be listed in the applicable JSCP supplemental instructions, reference (f).

2. The apportioned major combat forces may have been described as relatively large fighting units, such as Army divisions and brigades, Navy carrier battle and surface action groups, Marine Expeditionary Forces and Brigades, and Air Force wings and squadrons. The final product for each component's total force list will include detail down to the unit level (i.e., battalions, squadrons, detachments, teams, etc.).

(c) This step includes force flow planning from the origin to destination, inclusive of requirements for joint reception, staging, onward movement, and integration (JRSOI). Included in this process is the determination of mode and source of transportation, port of embarkation (POE), en route delays at intermediate locations (ILOC), port of debarkation (POD), EAD and LAD with priorities, Required Delivery Date (RDD), Combatant Commander (CCDR) Required Date (CRD), and final destinations. Also included in this step should be a review of the applicable sections of the Foreign Clearance Guide to include country and theater clearance requirements. Force protection measures in place and predeployment training requirements should also be reviewed, commensurate with the expected threat levels.

(d) In cases where forces designated for employment require detailed task organization

identification (e.g., airborne, amphibious operations), but no explicit objective has been assigned, subordinate and supporting commanders will specify representative forces for associated force planning.

(e) The force data in the TPFDD includes assigned, augmentation, and supporting forces to be deployed to the area of operations and forces stationed within the area of operations. For global and regional plans, a complete TPFDD is built and fully sourced to the limit of the actual resources available, normally 90 days. The forces and resources are refined during TPFDD refinement conferences. TPFDD refinements are identified in appendix 1 to annex A of the plan in lieu of providing a printed copy; the actual TPFDD resides on the JOPES database. After the TPFDD becomes effective for execution planning with the CJCS/SecDef approval of the OPLAN, the TPFDD is updated via TPFDD maintenance procedures. The length of deployments for some regional TPFDDs may be more or less than 90 days. The supported commander, in coordination with the CJCS and SecDef, determines specific deployment length.

(f) Individual force requirements in the TPFDD are listed at the highest practicable unit level based on movement requirements.

(g) A unit requiring multiple modes of transportation, multiple departure dates, or multiple origins, is fragmented into two or more ULN's (per JOPES VOL I and III) to ensure proper scheduling, manifesting, and tracking in JOPES. The service component commanders and individual force requirements in the TPFDD should be listed at the highest practicable unit level. Representatives of the supported command, service components (for in-place forces), and supporting commands will provide planning information concerning unit origin and ready to load date at origin. This information may be made available per service guidance and procedures. Coordination between the service components of supported and supporting commands is encouraged.

(h) A combatant commander desires for the arrival priority of units in theater are expressed for airlift and sealift by assignment of EAD/LAD windows:

1. Major unit (or group of units) priorities are established in the combatant commander's TPFDD LOI and in the JOPES TPFDD containing a priority code that delineates preferred order of arrival by latest arrival date (LAD) at a port of debarkation (POD). These two items must be consistent in their application. A unit in a TPFDD will normally not have its LAD earlier than the LAD of a higher priority unit.

2. The LAD determines the priority. EAD should be equal to the LAD minus 7 days (sealift) or LAD minus 3 days (airlift). The supported combatant commander may adjust the size of the EAD/LAD window IOT support his concept for RSOI and employment.

3. Ready-to-load date (RLD), available-to-load date (ALD), and EAD will reflect real limitations. Where no limitations exist, the EAD should be the same as the ALD to provide maximum flexibility in scheduling lift.

(i) Force Modules (FMs). All supported commanders are to organize forces, as appropriate, into force tracking FMs and/or force module packages. These FMs are valuable aids to commands in the review, modification, and evaluation of TPFDDs for both deliberate planning and execution. These force tracking force modules will be listed in the major forces section of the OPLAN description and contain force module identifier (FMID), unit name, required delivery date (RDD), destination, and number and type of major unit equipment. Force tracking force modules need not include sustainment.

1. Each supported commander's TPFDD is to contain the following FMs to reflect the task organization, per Annex A of the OPLAN/OPORD/EXORD:

a. Force modules are made up of major combat forces apportioned in JSCP. At a minimum, and IAW JOPES Vol III, the following FM groupments are directed:

Army

Divisions/Armored Cavalry Regiment (ACRs)
Brigades (Maneuver, artillery, air defense)
Patriot Battalion/Battery's with CS/CSS
Echelon above Division CSS Units
Echelon above Corps CSS Units

Air Force
- Individual Wings/Composite Wings/Air Expeditionary Wing
- Air Expeditionary Forces (AEF)

Marine Corps
- Marine Air Ground Task Force/Component Force
- Ground Combat Element (GCE)
- Aviation Combat Element (ACE)
- Combat Service Support Element (CSSE)
- Command Element (CE)
- Accompanying supplies

Navy
- Carrier Strike Group (CSG)
- Expeditionary Strike Group/Expeditionary Strike Force (ESG/ESF)
- Non carrier-based squadrons
- Hospital/medical units
- Major support forces

Special Operations
- Component Force for each supporting service

Other
- Functional Headquarters Element
- Functional Component Commands
- Major Subordinate Elements

2. Flexible Deterrent Options (FDO) in support of the OPLANs as reflected in JSCP, reference (f).

3. Excursions (losing forces) or employment options requiring common-user lift.

4. Other force modules (i.e. casualty replacements) created at the discretion of the supported commander and components.

(2) Step 2 - Support Planning

(a) The purpose of support planning is to identify the quantities of supplies, equipment, and replacement personnel required to sustain the forces identified in Step 1, and phase their movement into the theater to support the concept of operations.

(b) Support planning determines the quantities of supply by broad category and converts them into weights and volumes that can be compared to lift capability. Thus, they become calculations of phased movements that become deployment movement requirements. The intent is not to identify the detailed levels of particular supplies, but to identify and phase into the theater the gross quantities of needed sustainment. These quantities are based on the number and types of combat, CS, and CSS units to be employed in the operation. Support planning is completed when all significant supply, equipment, and personnel requirements have been determined, consolidated by the supported commander, and then entered into the TPFDD file for the plan as Cargo Increment Numbers (CINs) and Personnel Increment Numbers (PINs) to assess logistic and transportation feasibility.

1. Sustainment capability is a function of U.S. logistics capability, inter-service and inter-allied support, service guidance, combatant commander guidance, and the resulting time phasing. Appropriate combat support agencies and the General Services Administration (GSA) give the services planning information concerning the origin and availability of non-service-controlled materiel.

2. The actual support calculation uses consumption rates developed and maintained by the services under their responsibility to supply, equip, and maintain their forces assigned to combatant commanders. The component commanders, who refer to service and USSOCOM planning guidelines and doctrine, generally make this calculation. It is also possible for the supported commander to perform the calculations using component-supplied force lists and planning factors.

3. Support requirements include supplies, equipment, materiel, and replacement personnel for the forces, as well as civil engineering, medical, and enemy prisoner of war (EPW) materiel, and equipment and supplies to support the civil affairs effort.

4. During the support planning step, planners are primarily concerned with how much strategic lift will be needed to move the support requirements. Thus, the gross estimates of supplies and replacement personnel do little more than initially determine the

amount of space and number of passenger seats needed. Before the operation plan is complete, and definitely before it can be implemented, logistics and personnel planners will attempt to define the requirements in more detail.

(c) Guidance from the Combatant Commander. The initial concept of support was developed during the concept development phase. Early in the planning process, the combatant commander gives guidance to his subordinate and supporting commands that defines: the length of the operation, strategic lift availability, supply buildup policies, and anticipated supply shortages. The supported commander also gives guidance on transportation priorities, available common and cross-servicing agreements between subordinate and supporting commands, personnel attrition factors, ports of support, etc.

(d) The computation of sustainment uses service planning factors or consumption rates, and the number of forces to be supported. The product of these factors becomes a total supply requirement. This total must be expressed as gross movement requirements in barrels of petroleum, oils, and lubricants (POL); short tons or measurement tons of equipment and materiel identified by broad supply class or subclass; and numbers of personnel. The component commanders generally make these calculations.

(e) Numerous terms are fundamental to an understanding of support planning and the JOPES ADP systems that support it. Support requirements for deploying forces are divided into two major categories: unit related supplies and equipment, and non-unit related supplies and equipment.

1. Unit related supplies and equipment include a unit's organic equipment, basic load (accompanying supplies to include initial sustainment in accordance with MCWP 4-12), and additional accompanying supplies specified by the combatant commander.

2. Non-unit related supplies and equipment include all support requirements that are not in the service generated type unit descriptions or augmented by accompanying supplies. These supplies are not identified for a specific unit, thus the designation non-

unit related. It is useful to further divide the broad category of non-unit related supplies into subcategories.

3. The ADP support for deliberate planning generates the strategic deployment of supply requirements to a port of support (POS), which is essentially to supplies what a POD is to forces--the terminus of strategic movement. The POS is also significant because some supplies, POL and ammunition for instance, require special facilities or cannot be offloaded at some ports without significant disruption of port activity. From each POS, supplies will be made available to designated units. For each place where their forces will be located, component planners designate a POS for air cargo, general sea cargo, POL, and munitions. From the POS the responsibility for onward transport may fall to the supported component commander, depending on how the combatant commander sets up his intratheater supply through his directive authority for logistics.

4. The terms "classes" and "subclasses" of supply have been used. The thousands of items in the Federal supply system are categorized in one of ten broad classes. Deployment planning focuses on very broad categories, but it does subdivide the 10 classes into a total of just over 40 subclasses. For instance, ammunition is subdivided into Class V(A) aviation and Class V(W) ground; subsistence is divided into subclasses for in-flight rations, refrigerated rations, non-refrigerated rations, combat rations, and water.

(f) The materiel portion of service force modules currently represents only requirements and should not be construed as a statement of capability to fill those requirements.

(3) Step 3 - Chemical/Nuclear (NBC) Planning. Time-phased NBC defense requirements will be developed as force records in a standalone TPFDD. Guidance for NBC defense operations is found in CJCSM 3122.03A, JOPES Vol. II, reference (l), Appendix 2 to Annex C.

(4) Step 4 - Transportation Planning

(a) Transportation planning is conducted by the supported commander and CDRUSTRANSCOM to resolve gross feasibility questions (e.g., time phasing) impacting

strategic and intratheater movement. It embraces those aspects of plan development that involve the movement and reception of personnel, materiel, and equipment from point of origin (POOs) to port of embarkation (POEs) to port of debarkation (PODs) and the subsequent staging and onward movement to final destination. In transportation planning, the supported commanders will use the organic lift and non-organic (non-common user), common-user, strategic lift resources made available for planning by the Chairman/SecDef for each planning task. If additional resources are required, the supported commander will identify the additional lift requirements and provide the rationale for those requirements.

(b) Competing requirements for limited lift resources, mobility support facilities, and intratheater transportation assets must be assessed in terms of impact on mission accomplishment. The supported commander must establish priorities and, in light of both movement constraints (e.g., assumptions concerning the potential use of weapons of mass destruction) and the concept of operations, a movement plan must be prepared.

(c) The plan will consider en route staging locations and the ability of the locations to support the scheduled activity, including decontamination operations. This information, with an estimate of required site augmentation, will be communicated to appropriate supporting commanders.

(d) EAD-LAD windows will reflect real limitations. Where no limitations exist for airlift requirements, the EAD will be the same as the ALD to provide maximum flexibility in scheduling lift. Where no limitations exist for sealift requirements, the guidance should be a unit would not have an LAD earlier than a higher priority unit.

(e) The process for identifying the POD and refining the POE data is:

1. The supported commanders component enters the POD into the TPFDD.

2. CDRUSTRANSCOM identifies preferred POE to force provider(s).

3. Supporting combatant commanders components source the forces, taking into consideration the supported combatant commander assigned POD and the CDRUSTRANSCOM preferred POE, and identify any support problems to the supported command through the supported service component. The supported commander, supporting commanders, and the services components reconcile their differences when an agency deviates from the combatant commander's guidance and the supported commander challenges the deviation. Irreconcilable differences will be referred to the CJCS/SecDef for resolution.

4. CDRUSTRANSCOM and Transportation Component Commands (TCC) flow the TPFDD using computer models to determine final POE selections recommendations and assess transportation feasibility. Transportation feasibility requires a current analysis and assessment of available lift assets, transportation infrastructure, competing demands, and restrictions. Following all analysis inputs prescribed within the definition of transportation feasibility, the supported combatant commander is responsible for declaring a plan is end-to-end transportation executable.

5. After a coordinated review of the transportation analysis by the supported combatant commander and CDRUSTRANSCOM, the supported commander may adjust POEs/PODs and EAD/LAD/RDDs to those recommended by the transportation analysis tool.

(f) Planning for JRSOI is accomplished to ensure the closure of forces at the final destination. JRSOI constraints (port clearance, intratheater movement capacity, staging base limitation, etc.) imposed on force closure must be considered in TPFDD development.

(g) Non-Combatant Evacuation (NEO) Planning. The supported commander develops time-phased noncombatant evacuation requirements in coordination with the Department of State and CDRUSTRANSCOM. These requirements are entered into the deployment TPFDD or into the retrograde TPFDD, if a separate TPFDD for retrograde have been developed.

(5) Step 5 - Shortfall Identification

(a) The supported commander continually identifies shortfalls throughout the planning process and

resolves them by early coordination and conference with his service component commanders and supporting commanders. If the supported commander cannot resolve shortfalls, then these and other limiting factors, along with an assessment of the associated risks, will be submitted to the Chairman/SecDef for resolution.

(b) To ensure that OPLANs are valid, they will be based on current and projected resources (forces, support, non-unit related cargo and personnel, and lift assets) and policy for medical evacuation in the JSCP prescribed time frame, reference (f). The TPFDD submitted as Appendix 1 to Annex A to the OPLAN will be based on this guidance. The supported commander will notify the Chairman when the commander determines that the resources made available for planning by JSCP or the services are inadequate to accomplish an assigned task or that serious limiting factors exist. The notification will include:

1. A list of specific force, movement, and non-unit related cargo and personnel shortfalls, other critical limiting factors, and how these shortfalls affect mission accomplishment.

2. An estimate of the added risk incurred because of force, movement, and support shortfalls and limiting factors.

3. An estimate of the threat level for which available force and non-unit related personnel and cargo capabilities are considered adequate.

4. If appropriate, recommended changes in missions and/or tasks.

(c) The Chairman and the service chiefs consider shortfalls and limiting factors reported by the supported commander and coordinate resolution. However, within the limitations imposed by projected capabilities in the JSCP time frame, reference (f), completion of an operation plan will not be delayed pending the resolution of a shortfall or limiting factor. Paragraph 10 of the Plan Summary will contain a consolidated list and impact assessment of the limiting factors and shortfalls that have not been resolved by options listed below. The impact assessment should specify the missions and/or tasks that cannot be accomplished because of the shortfalls. The

supportability of the combatant commander's concept of operations should also be considered.

(d) The supported commander may convene a plan development conference to develop initial closure profiles and feasibility assessments to determine if the closure of forces is adequate to meet the proposed concept of operations and if the planning is valid. Coordination among all commands and agencies concerned is essential to make the detailed adjustments necessary to resolve shortfalls and limiting factors. Supporting commands and agencies, particularly CDRUSTRANSCOM, will ensure that adequate support is provided for plan development conferences. A wide range of options is available to the supported commander to resolve outstanding shortfalls before reporting them to the Joint Staff for resolution. They include:

1. Refining priorities.

2. Adjusting POEs, PODs, routing, and timing.

3. Changing lift mode and/or source.

4. Adjusting prepositioned forces or resources.

5. Enhancing preparedness with base development.

6. Seeking additional assets.

7. Redefining the concept of operations.

8. Concluding contractual agreements or inter-service support agreements.

9. Arranging for host nation support (HNS) where feasible.

10. Employing combinations of above.

(6) Step 6 - Transportation Feasibility Analysis

(a) The supported commander conducts a gross transportation feasibility analysis during a plan

development conference or before submitting the TPFDD for refinement. OPLANs/CONPLANs are considered transportation feasible when the capability to move forces, equipment, and supplies exists from the origin to the destination per the plan. Transportation feasibility determination will require concurrent analysis and assessment of available strategic and theater lift assets, transportation infrastructure, competing demands, and restrictions.

(b) The supported combatant commander will analyze deployment, JRSOI, and theater distribution of forces, equipment, and supplies to the destination.

(c) CDRUSTRANSCOM will assess the TPFDD for transportation feasibility, indicating to the CJCS and supported combatant commander that movements are consistent with the supported combatant Commander's Assessment of JRSOI and theater distribution.

(d) Following the analysis of all inputs, the supported combatant commander is responsible for declaring a plan end-to-end transportation executable.

(7) Step 7 - TPFDD Refinement

(a) For OPLAN development, the TPFDD refinement process consists of several discrete steps that may be conducted sequentially or concurrently, in whole or in part. These steps support the other elements of the Plan Development Phase, Forces Planning, Support Planning, Transportation Planning, and Shortfall Identification, and are collectively referred to as TPFDD refinement. The normal TPFDD refinement process consists of sequentially refining forces (to include non-unit personnel), logistics (to include both accompanying supplies and non-unit resupply), and transportation data to develop a TPFDD that supports a feasible and adequate plan. TPFDDs are normally refined at three separate conferences (forces, logistics, and transportation/JRSOI) which may be combined together or omitted, as required, to allow optimum refinement for a single plan or family of plans established for a common planning task. The supported commander, in coordination with the Joint Staff and CDRUSTRANSCOM, makes the decision regarding the number and type of conferences needed. The supported commander conducts TPFDD refinement conferences with CDRUSTRANSCOM support, in coordination with the Joint Staff.

(b) Forces refinement is conducted in coordination with supported and supporting commanders, services, the Joint Staff, and other supporting agencies. CDRUSTRANSCOM will normally host forces refinement conferences at the request of the supported commander. The purpose of forces refinement is to confirm that forces are sourced and tailored within JSCP, CJCS, and service guidance, reference (f), and to assess the adequacy of CS and CSS force apportionment and resolve shortfalls. CDRUSTRANSCOM provides sealift and airlift capability estimates based on lift apportionment throughout the process to ensure transportation feasibility.

(c) The supported combatant commander in coordination with CJCS, CDRUSTRANSCOM, services, and supported and supporting commands performs transportation refinement. CDRUSTRANSCOM will normally host transportation refinement conferences. The purpose of transportation refinement is to adjust the TPFDD flow to ensure the plan is transportation feasible and consistent with JSCP, SecDef, CJCS, and service guidance, reference (f). Transportation feasibility analysis considers continental United States (CONUS), strategic, and theater movement capability. Transportation analysis is accomplished through end-to-end modeling, simulation, and transportation experience. This is a collaborative effort between the supported commander and CDRUSTRANSCOM.

(d) The supported commander, in coordination with CDRUSTRANSCOM, services, Joint Staff, and supporting commanders conducts JRSOI refinement. The purpose of JRSOI refinement is to use the results of the strategic transportation plan that closed forces at PODs to determine the feasibility of force closure at the final destination by the commander. Planning considers such issues as port clearance, intratheater transportation infrastructure, capability to provide sustainment to forces in transit, and build-up at staging bases. Individually and collectively, such issues impact the overall transportation flow. This refinement is the final step to accomplishing an end-to-end transportation analysis. Upon completion of JRSOI refinement, the supported commander's logistics sustainability analysis will assess the end-to-end transportation viability. The supported commander declares a plan end-to-end executable.

(e) Upon completion of force and logistic TPFDD refinement CDRUSTRANSCOM will assess the transportation feasibility of the OPLAN. If transportation is feasible at that stage, the Joint Staff, in coordination with the supported commander, may deem the OPLAN "effective for planning." The term "effective for planning" recognizes that the work is valid and current and could be used for execution prior to submission of the final OPLAN for CJCS approval. Designation is predicated on the fact that the combatant commander's Strategic Concept for the plan has received CJCS approval, current forces have been sourced and approved, sustainment requirements have been generated, and the transportation feasibility check indicated the plan was transportation feasible.

(f) Refinement guidance for regional plans will be published by the supported commanders in their TPFDD LOI, prepared during the initial stage of the Plan Development Phase. The Joint Staff will normally issue such guidance. The JOPES Network Operation Control Center (JNOCC) may issue guidance in coordination with the Joint Staff for the areas of database construction, database accuracy, and data transfer and update.

1. To enhance the flexibility and utility of the JOPES database, the TPFDD will be intensively managed and updated to ensure database accuracy for ready execution. This intensive management will include scheduled replacement of UICs that are changed or deactivated, other standard reference files updates, and updates of force lists based on JSCP changes to service force structures, reference (f).

2. Normally, refinement conferences will be attended by representatives of the supported commander, supporting commanders, the Joint Staff, services, Defense agencies, and components.

3. Completed TPFDDs will normally be made available to refinement participants through Joint Staff JNOCC/J-36/Command Systems Operation Division (CSOD) 30 days prior to refinement conferences. Medical working files, personnel working files, planning factors files, ports of support files, and unit consumption factors files will be submitted with the TPFDD.

4. The supported commander certifies that the TPFDD is ready for refinement.

(8) Step 8-Documentation. Concurrent with TPFDD refinement, the supported commander:

(a) Prepares the Plan Summary, Basic Plan, and all required annexes in the format prescribed in CJCSM 3122.03A, JOPES Vol. II, reference (1), (see Figure 2-8).

(b) Produces an updated TPFDD including an update against the most recent TUCHA file. The update against TUCHA is only required if the TPFDD has TUCHA data vice actual data.

(c) Coordinates with the JNOCC for networking of the TPFDD through JOPES ADP to be available to the JPEC for review.

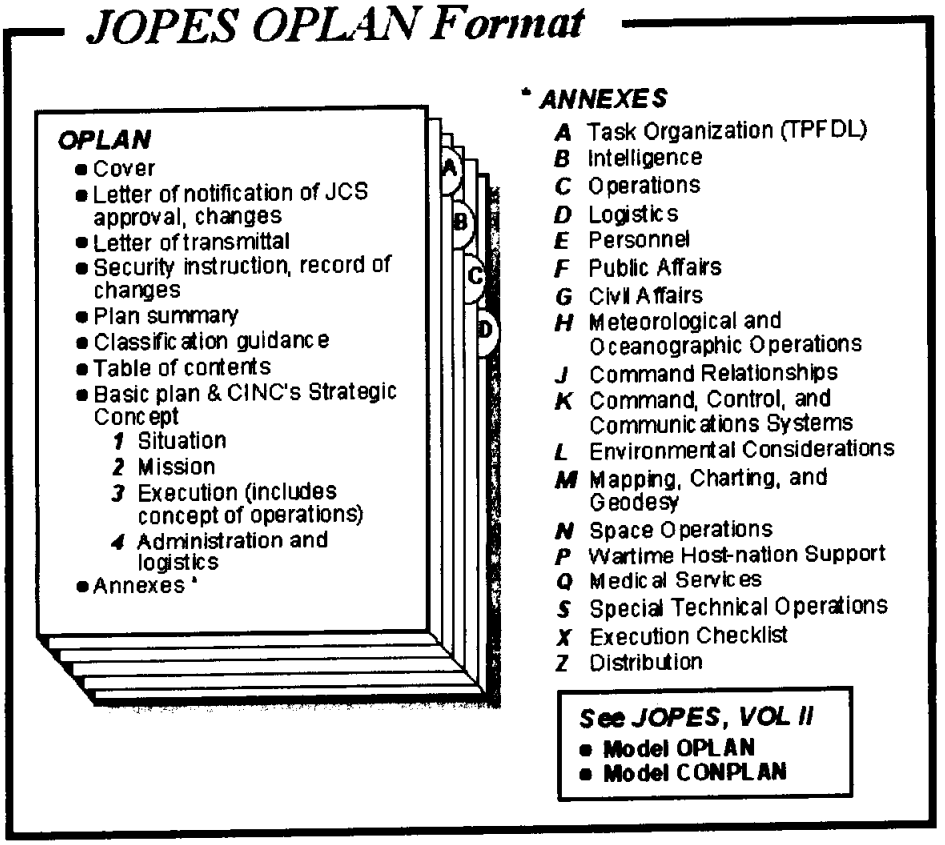


Figure 2-8: JOPES OPLAN Format.

e. Phase IV - Plan Review. During this phase, the Joint Staff coordinates a final review of operation plans submitted by the combatant commanders. It is a formal

review of the entire plan, including the TPFDD, updated medical working file, and appropriate civil engineering support planning files. When an operation plan is approved, it is effective for execution when directed. Approval of the plan is the signal to subordinate and supporting commands to develop their plans in support of the combatant commander's concept. The supporting commanders don't wait until the plan is approved before beginning to develop their supporting plans; they will have initiated development of supporting plans concurrent with the supported combatant commander development of the operations plan.

(1) Sources of Plans for Review. The CJCS has statutory responsibility for reviewing contingency plans. By this authority, the Joint Staff reviews:

(a) OPLANs, CONPLANS, and Functional Plans submitted by the combatant commanders:

1. New plans in response to JSCP, reference (f), or CJCS task assignments.

2. Changes to existing plans.

3. Existing plans recommended for continuation.

4. Existing plans recommended for cancellation.

(b) Bilateral military plans and planning.

(c) Military plans of international treaty organizations.

(d) Other OPLANs that are CJCS designated or requested by a service chief or combatant commander.

(2) Review Criteria. Approval of the operation plan during final review depends on whether it satisfies the CJCS task assignment and demonstrates the effective use of apportioned resources. This is summarized as adequacy and feasibility. In addition, operation plans are reviewed for consistency with joint doctrine and acceptability.

(a) Adequacy. The review for adequacy determines whether the concept of planned operations is capable of satisfying the task assigned in the JSCP, reference (f). The review assesses the validity of the assumptions and compliance with CJCS guidance.

(b) Feasibility. The review for feasibility determines whether the assigned tasks could be accomplished using available resources. The primary factors considered are whether the resources apportioned to the combatant commander for planning by the JSCP, reference (f), and service planning documents are being used effectively or whether they are being exceeded.

(c) Acceptability. The review for acceptability ensures that plans are proportional and worth the expected costs. It joins with the criterion of feasibility in ensuring that the mission can be accomplished with available resources and adds the dimension that the plan can be accomplished without incurring excessive losses in personnel, equipment, materiel, time, or position. Using this criterion, the plans are also reviewed to ensure that they are consistent with domestic and international law, including the Law of War, and are militarily and politically supportable.

(d) Joint Doctrine. Operation plans incorporate appropriate joint doctrine as stated in approved and final draft or test publications contained in the Joint Doctrine Publication System. Incorporation of appropriate joint doctrine when preparing operation plans streamlines adaptation of operation plans to specific crises in crisis action planning and facilitates execution of operations during all phases and operations for crisis resolution.

(3) CJCS Action. Operation plans submitted to the CJCS for review are referred to the Joint Operational Warplans Division, Joint Staff J-7, which conduct and coordinate the final plan review. Other Joint Staff directorates, the services, and defense agencies are consulted as required.

(a) Review Comments. Review comments are categorized as:

1. Execution Critical. Major deficiencies that negatively affect the capability of the plan to meet the JSCP objective, reference (f), and may prevent execution of the plan as written.

2. Substantive. Significant deficiencies that include deviations from CJCS guidance or JOPES formatting, or significant errors involving the TPFDD.

3. Administrative. Clarity, accuracy, and consistency, corrections for such items as outdated references, improper terminology, and other minor errors.

(b) Review Period. Reviews are processed under the provisions of CJSI 3141.01, Responsibilities for the Management and Review of Operation Plans, reference (o). The review should be completed within 60 days of referral. The Director, Joint Staff, may extend the review period if circumstances warrant.

(c) Review Results. Review results are forwarded to the supported commander by memorandum (or message) stating that the plan is given one of the following dispositions:

1. Approved. This means the documents are effective for execution, when directed. Any critical shortfalls within plans that cannot be resolved by the supported commander will be outlined within the review comments and the approval memorandum.

2. Disapproved

(4) Post Review Actions

(a) Incorporating Comments. Within 30 days of receipt of the CJCS review results memorandum, the supported commander sends a message to the CJCS, stating his intentions concerning incorporating all execution-critical comments. A formal change incorporating CJCS execution critical comments to correct resolvable items must be submitted to the CJCS with 60 days of receipt of the review results. Substantive comments must be incorporated into the first change to the operation plan or by the next CJCS review.

(b) Component Command Notification. Within 15 days of receipt of the CJCS review results memorandum, the

supported commander sends a message to the component commands notifying them of:

1. Operation plan approval status.

2. Operation plans replaced, deleted, or changed as a result of CJCS review.

3. Component commands' responsibilities to notify supporting commands and agencies of operation plan effectiveness and tasks.

(c) Supporting Command and Service Agency Notification. Within 15 days of receipt of the supported command's operation plan review notification message, component commanders send a message to all supporting commands and service agencies who are assigned tasks within the plan, relaying operation plan status and effectiveness.

(d) Joint Staff Review. When a formal change is received, the Joint Staff reviews it to verify the incorporation of CJCS comments. The scope of the review is determined on a case-by-case basis.

(e) Supporting Plan Review. The supported commander normally reviews and approves supporting plans prepared by subordinate and supporting commanders and other agencies. Supported commanders advise the CJCS when issues from these reviews cannot be resolved between the commanders concerned.

f. Phase V - Supporting Plans. During this final phase of the deliberate planning process, the supported commander directs the preparation and submission of supporting plans dealing with mobilization, deployment, and employment.

(1) Task Assignment. Paragraph 3 of the operation plan documents the assigned tasks. Component commanders, joint task force commanders, or other agencies will develop supporting plans as appropriate. Many of these commanders will, in turn, assign their subordinates the task of preparing additional supporting plans.

(2) Plan Identification Number (PIN). CJCSM 3122.01, JOPES Vol. 1, reference (a), contains specific guidance for assigning PIN numbers to operation plans entered into JOPES. Supporting plans are issued a TPFDD

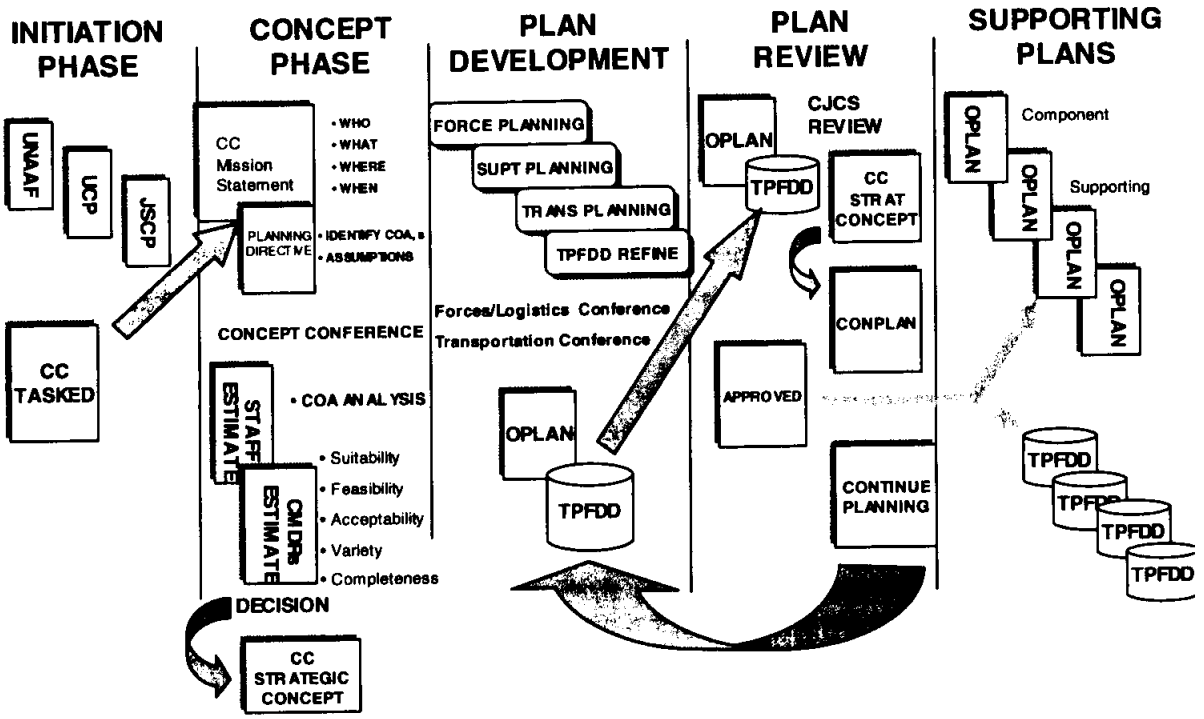
identification number nearly identical to that of the supported plan.

(3) Employment Plans. Employment plans are normally the responsibility of the commander who will direct the forces when the plan is converted into an OPORD and executed. In many cases, however, the political-military situation cannot be clearly predicted; so detailed employment planning may be delayed until circumstances require it.

(4) Annex "V", produced during the deliberate planning process and approved by the CJCS, will be converted to a strategic concept by an OSD/JS working group for interagency political-military planning. The resulting strategic concept will be staffed by the JS and briefed to the SecDef. When approved by the SecDef, the strategic concept will be presented to the NSC where the interagency planning process will complete the supporting political-military plan, if required.

(5) Supporting Plan Review. Once all required supporting plans are completed and documented, the supported commander reviews them. Supporting plans, when required by the supported commander, will be submitted by the supporting command or agency to the supported commander within 60 days after CJCS/SecDef approval of the supported plan. Information in the supported plan need not be repeated in the supporting plan unless directed by the supported commander. In the absence of CJCS instructions to the contrary, the supported commander will review and approve supporting plans.

g. Summary. Figure 2-9 summarizes the phases of Deliberate Planning.



PLAYERS	PLAYERS	PLAYERS	PLAYERS	PLAYERS
CJCS • Assign Tasks • Apportion Forces **Combatant Cmdr** • Identify new tasks **Services** • Apportion Support Forces **PRODUCTS** JSCP UCP UNAAF Service Planning Documents • WMP • AMOPS • NCMP • MCP	**Combatant Cmdr** • Develop Mission Statement • Develop Commanders Estimate • Approve Strategic Concept **Subordinants** • Develop Estimates • Determine Forces / Resupply • Attend Concept Conf **Services** • Determine Forces / Resupply • Attend Concept Conf • Coordinate **Supporting** •Attend Concept Conf • Coordinate **PRODUCTS** CC's Strategic Concept CONPLAN shell completed after CJCS approval for CONPLAN tasking	**Combatant Cmdr** • Conduct Conference • Develop TPFDD • Prepare OPLAN • Approve OPLAN **Subordinants** • Develop TPFDDs • Attend Conference **Services** • Develop TPFDD • Attend Conference • Coordinate **Supporting** • Develop TPFDD • Attend Conference **PRODUCTS** OPLAN TPFDD	**CJCS** • Review •Approve **Combatant Cmdr** • Address CJCS changes • Coord w ith **Subordinants** • Analyze Changes • Modify OPLAN • Modify TPFDD **Services** • Analyze Changes • Modify OPLAN • Modify TPFDD **Services** • Analyze Changes • Modify OPLAN • Modify TPFDD **PRODUCTS** CJCS Review Coordinating Messages	**Combatant Cmdr** • Develop Supporting OPLANs **Subordinate** • Develop Supporting OPLANs **Supporting** • Develop Supporting OPLANs **PRODUCTS** Supporting OPLANs

Figure 2-9: Five Phases of Deliberate OPLAN Development.

2003. JOPES CRISIS ACTION PLANNING (CAP) PROCESS

1. Crisis Definition. Joint Publication 1-02, DOD Dictionary of Military and Associated Terms, reference (p), defines a crisis as "an incident or situation involving a threat to the United States, its territories, citizens, military forces, and possessions or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of U.S. military forces and resources is contemplated to achieve national objectives." The planning process for crisis action planning is described in this Section, based on the CAP guidance contained in CJCSM 3122.01, JOPES Vol. I, reference (a).

2. CAP Process Overview. Crisis action planning is conducted in response to crises and requires accelerated decisions. While deliberate planning is conducted in anticipation of future hypothetical contingencies where prudence drives a planning requirement, CAP is carried out in response to often rapidly developing specific situations as they occur. In CAP, the time available for planning is reduced to as little as a few days. The overall process of CAP parallels that of deliberate planning, but is much more flexible to accommodate requirements to respond to changing events. CAP procedures promote the logical, rapid flow of information, timely preparation of executable COAs, and communication of reports and recommendations from combatant commanders (CCDRs) up to the President and SecDef; and decisions from the President and SecDef down to combatant commanders. Much like Deliberate Planning, the CAP procedures are categorized into six phases. Each phase begins with an event such as the receipt of a report or order, and ends with a decision or resolution on the crisis. It is important to understand that the time-sensitivity of some critical situations may require so rapid a response that the normal procedural sequence may be altered significantly, i.e., phases may be compressed, repeated, carried out concurrently, or eliminated. Figure 2-10 and the following paragraphs summarize the crisis action planning phases.

Phase I	**Phase II**	**Phase III**	**Phase IV**	**Phase V**	**Phase VI**
Situation Development	Crisis Assessment	Course of Action Development	Course of Action Selection	Execution Planning	Execution
Event					
•Event occurs with possible national security implications	•**CCDR's REPORT/ ASSESSMENT** received	•CJCS sends **WARNING ORDER**	•CJCS presents refined and prioritized COAs to the President and SecDef	•CCDR receives **ALERT ORDER** or **PLANNING ORDER**	• The President and SecDef decide to execute **OPORD**
Action					
•Monitor world situation •Recognize problem •Submit CCDR's ASSESSMENT •Monitor reporting from other agencies.	•Increase aware ness •Increase reporting •JS assesses situation •JS advises on possible military action • The President and SecDef -CJCS evaluates	•Develop COAs •CCDR assigns tasks to sub-ordinates by evaluation re- quest message •CCDR reviews evaluation response messages •Create/modify TPFDD • CDRUSTRANSCOM prepares deployment estimates •Evaluate COAs	•CJCS advises the President and SecDef •CJCS may send **PLANNING ORDER** to begin execution planning before formal selection of COA by the President and SecDef	•CCDR develops **OPORD** •Refine TPFDD •Force preparation	•CJCS sends **EXECUTE ORDER** by authority of SecDef •CJCS sends **EXECUTE ORDER** by authority of SecDef •CCDR executes OPORD •JOPES data-base maintained •JPEC reports execution status •Begin rede-ployment plan- ning
Outcome					
•**Assess** that event may have national implications •**Report** the event to the President and SecDef/CJCS	• The President and SecDef /CJCS decide to develop military COA	•CCDR sends Commander's Estimate with recommended COA	• The President and SecDef select COA •CJCS releases COA selection by the President and SecDef in **ALERT ORDER**	•CCDR sends **OPORD**	•Crisis resolved •Redeployment of forces

Figure 2-10: Summary Of Crisis Action Planning Phases.

a. Phase I - Situation Development. As a matter of routine, organizations of the U.S. Government monitor the world situation. In the course of that monitoring, an event may occur that has possible security implications for the United States or its interests. Monitoring organizations recognize the event, analyze it to determine whether U.S. interests are threatened, and report it to the National Military Command Center (NMCC). Crisis Action Planning procedures generally begin once the event is reported. This phase contains four related variables: the day-to-day situation is monitored, an event occurs, the event is recognized as a problem, and the event is reported. The Situation Development phase ends when the event is reported and the Combatant Commander's Assessment is submitted to CJCS, President and SecDef through the NMCC.

(1) Formal Reports. There are three formal reports produced during this phase of which two could initiate action and the Combatant Commander's Assessment report.

(a) Critical Intelligence Communication (CRITIC).

(b) Operational Report-3 (OPREP-3) PINNACLE. Event or incident report of possible national interest.

(c) OPREP-3 PINNACLE/CCDR's Assessment. If NMCC receives the report from a source other than the commander of the unified command in whose area the event occurred, the NMCC will establish communication with the appropriate combatant commander and request a report. In the Combatant Commander's Assessment report, as much information as possible is provided about the nature of the crisis, the forces readily available, major constraints to possible force employment (to include terrorist threat considerations and force protection requirements), and actions being taken, if any, within existing rules of engagement (ROE). As appropriate, the combatant commander's report also contains a succinct discussion of various COAs under consideration or recommended by the commander.

(2) Other Activities. During this phase the combatant commander's staff reviews applicable plans that may be modified and used to satisfy the crisis. The JOPES database contains all the files for current, complete plans

and the combatant commander reviews plans through GCCS. The GCCS Secure Internet Protocol Router Network (SIPRNET) communications capabilities (Internet Relay Chat (IRC), newsgroups, & e-mail) may be used to allow rapid exchange of information. Other members of the JPEC are gathering information and developing an accurate picture of the crisis event.

PHASE I – SITUATION DEVELOPMENT	
The President and Secretary of Defense and the Joint Staff	• Monitor situation • Evaluate incoming reports • Evaluate actions of the CCDR
Supported Command	• Reports significant event to NMCC • Publishes CCDR's Assessment Nature of crisis Forces available Major constraints Action being taken COAs being considered
Subordinate and Supporting Commands	• Gather intelligence information • Furnish information and support
USTRANSCOM	• Monitors developing crisis
Services	• Monitor developing crisis

Figure 2-11: Summary of Actions During CAP Phase I.

b. Phase II - Crisis Assessment. Phase II begins with a report from the supported commander and ends with a decision by the President and SecDef to return to the pre-crisis situation, or to have military options developed for possible consideration and possible use. Phase II is characterized by increased awareness and reporting and intense information gathering activity. In this phase, the President, SecDef and Joint Chiefs of Staff analyze the situation to determine whether a military option should be prepared to deal with the evolving problem. The combatant commander has categorized the event as a problem of potential national concern. The detail and frequency of reporting increase to give the Chairman and the other members of the Joint Chiefs of Staff information that is needed to evaluate developments and allow them to offer sound military advice to the President and SecDef.

(1) Crisis Assessment Actions. The CJCS coordinates with the President, SecDef, Joint Staff, and the combatant commander.

(a) The President and SecDef. The President and SecDef weigh the diplomatic, military, economic, and political implications of the crisis and determine if military force is required.

(b) The Chairman of the Joint Chiefs of Staff (CJCS). The CJCS, in coordination with the Joint Chiefs of Staff, provides the President and SecDef with an assessment from the military point of view and provides advice on possible military action. Current strategy and existing OPLAN data are reviewed and reports from the combatant commander and other sources are evaluated. If the supported commander has not already established a newsgroup, the CJCS may also establish, or direct the establishment of a crisis newsgroup.

(c) Combatant Commander. After reporting the event and submitting his assessment, the CCDR:

1. Continues to issue status reports as required.

2. Reports significant actions taken within the existing ROE.

3. Continues to evaluate the crisis event.

4. Continues to evaluate the disposition of assigned and available forces.

5. Assesses the employment status and availability of theater transportation assets and the infrastructure to conduct JRSOI.

6. Establishes a newsgroup and announces it by message.

(d) Other Activities. The activities of other members of the JPEC will include:

1. Subordinate and Supporting Commands. Continue to monitor the situation and update reports as applicable.

2. CDRUSTRANSCOM. Reviews the status of strategic lift assets and common-user port facilities and takes action as authorized and appropriate to improve their disposition and readiness.

3. CCDR's Service Components. Participate in the CCDR's review of available military

forces, when time permits. The service review will include, as appropriate, actions within service purview to improve force readiness and sustainability and to identify potential Reserve Component (RC) requirements. The crisis newsgroup should be monitored continuously.

PHASE II – CRISIS ASSESSMENT	
President and Secretary of Defense	• Decide to develop the military COA
CJCS and the Joint Staff	• Give military assessment to thePresident and Secretary of Defense • Advise on possible military COAs • Review existing OPLANs and CONPLANs for suitability • Review & evaluate reports from CC & other sources • Establish crisis newsgroup as required
Supported Command	• Continues to report status of situation • Evaluates event • Reviews existing OPLANs & CONPLANs for applicability • Evaluates disposition of assigned and available forces • Evaluates status of theater transportation assets
Subordinate and Supporting Commands	• Continue to monitor the crisis
USTRANSCOM	• Reviews status of strategic lift assets
Services	• Evaluate available military force • Act to improve force readiness & sustainability • Identify Reserve component requirement

Figure 2-12: Actions During CAP, Phase II.

(2) Documents Produced During Phase II. At any time during the crisis, the President and SecDef may want to prepare selected units for possible action. Deployment Preparation and Deployment Orders may be issued by the CJCS as specifically authorized by the SecDef. The orders include all necessary information to deploy forces. During this phase, special teams (crisis action teams, crisis response cells, battle staffs, emergency response teams, etc.) are assembled at all levels where a resolution for the problem is being developed. The specific format for these orders is contained in CJCSM 3122.01, JOPES Vol. I, reference (a).

Phase II Crisis Assessment
Event
• CCDR's REPORT/ASSESSMENT received
Action
• Increase awareness • Increase reporting • JS assesses situation • JS advises on possible military action • President and SecDef/CJCS evaluates
Outcome
• President and SecDef/CJCS decide to develop military COA

Figure 2-13: CAP Phase II Summary.

c. Phase III - Course of Action Development. Phase III begins when the President and SecDef decide to develop military options, normally transmitted by a CJCS WARNING ORDER. A military response may be one of several options open to the President and SecDef. This phase ends when the COAs are presented to the President and SecDef in the commander's estimate.

(1) Course of Action Development Actions. Figure 2-14 depicts the actions during Phase III of CAP.

PHASE III – COURSE OF ACTION DEVELOPMENT	
NCA	• Give guidance to the CCDR via CJCS
CJCS and the Joint Staff	• Publish Warning Order Establish command relationships Define tasks, objectives, constraints Either allocate forces & lift or request CCDR requirements Set tentative C -day & L-hour • Commander's Estimate • Monitor COA development • Review commander's Estimate
Supported Command	• Responds to Warning Order • Develops and evaluates COAs using JOPES ADP • Coordinates involvement of subordinates • Releases Evaluation Request message • Reviews existing OPLANs for applicability • Prepares and submits Commander's Estimate to CJCS
Subordinate and Supporting Commands	• Respond to Evaluation Request message • Analyze COAs as directed • Identify Combat, CS, CSS forces and generate movement re quirement estimates • Create deployment database in JOPES for each COA • Coordinate sustainment calculations & movement requirements • Prepare Evaluation Response message
USTRANSCOM	• Reviews CCDR's COAs • Activates Crisis Action Team • Assists in refining requirements • Prepares deployment estimate for each COA • Sends deployment estimate to supported commander
Services	• Monitor COA development • Plan for sustainment • Monitor force readiness

Figure 2-14: Actions During CAP, Phase III.

(a) Activities of the CJCS. During Phase III, the Chairman normally publishes the Warning Order to provide planning guidance message to the supported commander and other members of the JPEC for the SecDef. The Warning Order establishes command relationships (designating supported and supporting commanders) and states the mission, objectives, and known constraints. The Warning Order usually allocates forces and strategic lift or requests the supported commander to develop force and strategic lift requirements using JOPES. A tentative C-day and L-hour are provided in the Warning Order, or the supported commander is requested to propose a C-day and L-hour. Finally, the Warning Order directs the supported commander to develop COAs. The supported command uses JOPES ADP and begins entering preliminary force movement requirements. If a specific COA is already being considered, the Warning Order will be used to describe that COA and request the supported Commander's Assessment. Time permitting; he may direct CDRUSTRANSCOM to develop a Deployment Estimate for analytical purposes. During the preparation of the Warning Order, the Chairman will use available command and control tools to interact with the supported commander to ensure that mission support

requirements are adequately detailed. In extremely time sensitive situations, the Warning Order may be issued orally or even omitted. When the Warning Order is omitted, a Planning Order or Alert Order may be issued. When issued in lieu of a Warning Order, the Planning or Alert Orders will contain the force, strategic lift, and C-day and L-hour information.

(b) Modification to CAP Process. The time sensitivity of some situations may require so rapid a response that the normal CAP sequence may be modified. Accordingly, the Commander's Assessment may serve to indicate his recommended COA; e.g., to function also as the commander's estimate, normally developed in Phase III, COA Development. In this situation, no formal Warning Order is issued, and the next communication received by the supported commander from the Chairman is the Planning Order or Alert Order containing the COA to be used for execution planning. A Commander's Assessment and proposals should be submitted at the earliest possible time to preclude an execution decision that may not consider the commander's position.

(c) Activities of the Supported Commander. In response to the Warning Order, the supported commander works with supported service components, subunified commands, and Joint Task Forces (JTFs) and develops possible COAs using JOPES. The amount of time available for planning governs the level of activity. The supported commander manages the use of JOPES to construct COAs and tasks service component commanders and supporting commanders to evaluate the proposed COAs by releasing an Evaluation Request Message. The supported commander directs a review of existing plans for applicability. Even if not applicable in full, deployment data extracted from existing plans may be useful. Finally, the supported commander prepares and submits his commander's estimate to the Chairman. It contains one or more possible COAs and the supported commander's recommendation. If time permits, multiple TPFDDs are built and deployment estimates are conducted for each COA. In extremely time-sensitive cases, the commander's estimate may be provided orally.

(d) Activities of the Supporting Commanders, Agencies, and Service Components. The supporting commanders, directors of combat support agencies, and service components take action as directed by the supported

CHAPTER 3

MARINE CORPS FORCE DEPLOYMENT PLANNING & EXECUTION (FDP&E)

3000. INTRODUCTION. This chapter will focus on the Marine Corps FDP&E process and associated activities, which allows our forces to "get to the fight". The *planning* aspect of Marine Corps FDP&E focuses on identifying the requirements necessary to accomplish the assigned tasks and developing a deployment plan that ensures that the arrival of combat power supports the commander's operational plan. The *execution* aspect of Marine Corps FDP&E focuses on the sourcing of the identified requirements and the mechanics of moving Marines and their supplies and equipment from their bases and stations to the theater of operations and on to the tactical assembly areas. FDP&E encompasses the entirety of force development and projection. From situational awareness and COA development, to the reconstitution of the force at home station. The FDP&E process provides the commander with the C2 capability (procedural and near real time) to identify and source his requirements (both operational and logistic) and report his capabilities to accomplish assigned tasks.

3001. CMC POLICY ON THE USE OF JOPES PROCEDURES FOR USMC FDP&E

1. In accordance with U.S. Code Title 10, reference (g), responsibilities, the CMC has directed the use of JOPES for all USMC related deployments, redeployments, and rotations. This approach will improve FDP&E at all levels of command and provide greater visibility of U.S. Marine Corps force movement. Capitalizing on existing joint processes reinforces deployment readiness. JOPES provides policies and procedures to ensure effective management of planning operations across the spectrum of mobilization, deployment, employment, sustainment, and redeployment, and it is the only CJCS-directed system that provides secure in-transit visibility (ITV) for both common and non-common user transportation carriers.

2. In consonance with established doctrine and procedures for joint operation planning the CMC has directed U.S. Marine Corps component commanders of combatant commanders to utilize JOPES, to include the scheduling and movement (S&M) subsystem of JOPES, for all U.S. Marine Corps deployments, redeployments, and rotations in support of combatant commander and service training requirements. JOPES will be utilized for both operations and exercises, regardless of a requirement's transportation mode and source. Deployments include, but are not limited to,

contingency operations, Global Naval Force Presence Policy (GNFPP) Marine Corps requirements, Global Military Force Policy (GNFP) Marine Corps requirements, Unit Deployment Program (UDP) rotations, Combined Arms Exercises (CAX), Weapons and Tactics Instructor (WTI) deployments, Mountain Warfare Training Center (MWTC) deployments, etc. This requirement specifically excludes Reserve drill and annual training.

3002. USMC FDP&E ACTIVITIES OVERVIEW

1. The process that the Marine Corps uses for FDP&E is organized into ten activities. These activities are not necessarily performed in sequential order, but most often occur concurrently.

2. The ten activities of Marine Corps FDP&E are:

a. Receive and analyze the mission

b. Develop the concept of operations

c. Determine requirements

d. Phase deployment flow

e. Source requirements

f. Tailor requirements

g. Validate final movement requirements

h. Marshal and move to POE

i. Manifest and move to POD

j. Receive and move to final destination

3. Figure 3-1 illustrates the top-level Marine Corps FDP&E process. The overlapping shapes in the figure convey the fact that many of the activities may occur simultaneously and often overlap. The first seven activities of Marine Corps FDP&E are associated with or correlate to "Force Deployment Planning"; while the last four activities are normally accomplished in "Force Deployment Execution".

4. All ten activities are present in the CAP process as described in chapter 2, paragraph 2004 and the first seven are present in the deliberate planning process, as described in chapter 2, paragraph 2003.

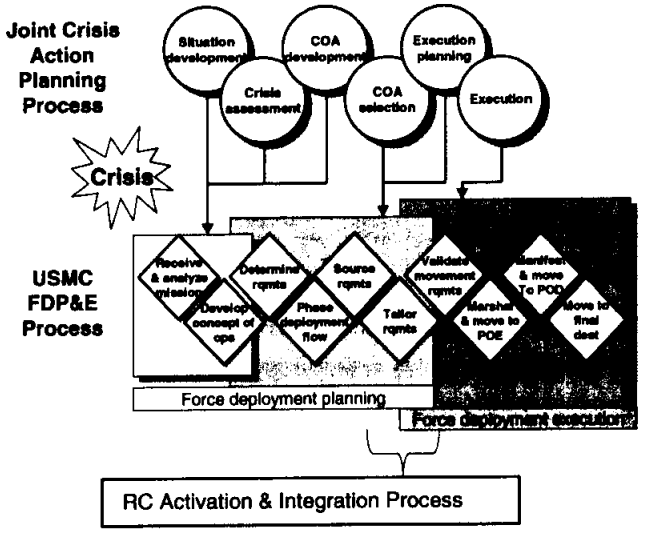


Figure 3-1: Marine Corps FDP&E Process.

5. For each activity, there are a number of specific tasks that need to be accomplished or considered during planning and execution. A matrix illustrating both the activities and tasks to be performed within those activities can be found in Appendix A (Marine Corps FDP&E Process Matrix). This matrix delineates who is "responsible" for the tasks initiation and enforcement, who executes the "action", and who will monitor the task for "information". This matrix is intended to be used as a checklist for outlining actions that need to be accomplished during FDP&E. The following is a list of the ten "Activities" and their associated "Tasks" within the Marine Corps FDP&E process.

3003. FDP&E ACTIVITIES AND TASKS

1. Receive and Analyze the Mission

a. Receiving and analyzing the mission includes those tasks associated with the initial stages of planning. An event has occurred that calls for the potential deployment of a capability. The situation develops and the crisis is assessed to the point where the supported CCDR is confident planning should begin on the development of possible military courses of action (COAs).

b. At this point, the supported CCDR assigns a task in some form to his component commanders. This initial task statement could be either a written Alert Order or a verbal order. The component commanders and major subordinate commands (if assigned or attached) will then support the Mission Analysis by activating their planning teams, or crisis action teams (CATs), and setting the force deployment planning process in motion.

c. With the help of planners from the major commands (for example, the MEF or a numbered fleet), the supported CCDR component commanders analyze the mission to determine specified and implied tasks. Each commander ensures that communications connectivity is established throughout the chain of command using the Global Command and Control System (GCCS).

d. As soon as possible in the joint crisis development and assessment phases, the supported CCDR publishes his TPFDD LOI, which provides deployment planning guidance to his component commanders, supporting CCDR's, services, and other agencies. The supported component commanders ensure that the LOI is received at each appropriate level within their forces.

e. Throughout the planning process the component commanders also ensure transmittal of any additional planning guidance, Warning Orders, or Alert Orders received. Planning continues at both the component and major command headquarters to assist the supported CCDR with the development of COAs. The component commanders advise the supported CCDR on capabilities to support probable COAs as they are developed; assessments of supportability are prepared at the lowest level in the chains of command and forwarded to the major commands. The output of this phase is the development of a revised mission statement from the specified and implied tasks assigned by the supported CCDR.

f. The tasks to be accomplished during this activity are:

(1) Execute the MCPP. The MCPP establishes procedures for analyzing a mission, developing and wargaming courses of action (COAs) against the threat, comparing friendly COAs against the commander's criteria and each other, selecting a COA, preparing an OPORD or

operation plan for execution, and transitioning the order or plan to those tasked with its execution (MCWP 5-1).

(2) Convening the Deployment Operations Team (DOT). The DOT is formed to coordinate the planning and execution of the deployment. At a minimum, the DOT is composed of representatives from the Operations, Logistics and Plans sections. Reference paragraph 2001.3.c above. The DOT's primary functions and responsibilities include:

(a) Conduct deployment Mission Analysis.

(b) Develop the deployment concept.

(c) Prepare and disseminate deployment planning guidance.

(d) Assist the deploying unit commander with force and sustainment requirements.

(e) Assist the deploying unit commander with requirements sourcing.

(f) Plan deployment preparation, deployment execution, and deployment orders.

(g) Review and certify the TPFDD.

(h) Review load plan allocations and manifests.

(i) Form the nucleus of the force movement control center (FMCC).

(j) Effect coordination with all supporting and supported organizations.

(k) Maintain a record of all messages and actions pertaining to the deployment.

(l) Serve as the functional experts to the commander on all FDP&E issues.

2. Develop the Concept of Operations

a. The focus of this activity is on the development of a concept of operations (CONOPS) and the refinement of the

mission. Upon notification, the supported CCDR component commanders issue planning guidance. The proper size force for the anticipated operation should be determined quickly, so the deploying unit commanders can be designated.

b. Under the MAGTF construct, once the deploying force command element (CE) is constituted or designated, detailed planning can begin on the CONOPS, which is the focus of this activity and the responsibility of the deploying force commander. If the supported CCDR has already established a JTF for the operation, the deploying force commander will be directed to report to the joint force commander for planning. It is possible that the situation will have developed to the extent that the deploying force size can be specified in the supported CCDR's service component commander's initial planning guidance. If not, the decision must come as soon as analysis of the mission is sufficient to determine the tasks.

c. At the major command level, planning focuses on ensuring the deploying force develops its CONOPS. This concept includes a statement of a commander's assumptions and intentions with regard to the operation he expects to conduct. At this point specific forces/units have not been identified.

d. Movement control centers are activated at each level of command if not already accomplished. Commanders of bases and stations establish operations support groups to coordinate their activities with those of the deploying units. In preparation for the conduct of deployment support operations, the support units will establish control groups at the APOEs and SPOEs. Based on the emerging CONOPS, the supported CCDR develops a restatement of the mission for the President, SecDef and the JCS. Resulting feedback is then used to update and revise the mission as required.

e. The tasks to be accomplished during this activity are:

(1) Develop the Task Organization for employment. MAGTFs are task organized for the missions assigned them, and each MAGTF in turn task organizes its separate organizations to support the MAGTF mission and CONOPS.

(2) Articulate the command relationships for operating forces. War planning command relationships vary

according to each plan and/or supported CCDR. The mission assigned to the MAGTF in various plans has the greatest bearing on command relationships. Therefore, command relationships must be stated in each plan to which forces are apportioned.

(3) Articulate command relationships for Supporting Establishment.

(4) Articulate command relationships for USN Supporting Establishment.

(5) Establish initial report for planning relationships. Planning authority exists at all echelons of command. Forces designated for employment require detailed task organization identification. Subordinate and supporting commanders will specify representative forces for associated force planning. In deliberate planning, within the joint planning community, the primary planning authority is the MARFOR. A MARFOR commander may task a subordinate command with developing portions of a deliberate plan.

(6) Develop force lists (Annex A). After the CONOPS has been developed and approved, the supported commander will develop a "force list" for entry into the TPFDD.

(7) Publish Reception and Force Integration (R&FI) guidance of Reserve Forces and incorporate into appropriate plans. Beginning with the receipt of the report for planning message, which identifies units sourcing the gaining force commanders' (GFC) force requirements. The GFC will publish R&FI guidance and start to develop the R&FI plan with the assistance of supporting bases/stations, other USMC commands/agencies and external commands/agencies as required.

(8) Determine deployment support requirements to be provided by supporting commanders. The GFC will identify deployment support requirements that the supporting commanders/agencies will need to fulfill to support the R&FI of unit personnel and equipment at the designated GFC's location; assisting with the transfer of administrative and logistic functions, and other actions as required.

3. Determine requirements

a. Determining requirements includes sizing the force for the operation, and computing sustainment requirements. The supported CCDR's component commanders (with input from subordinate commanders) advise the supported CCDR and/or the supported JTF commander on sizing the force for the operation and clarifying command relationships.

b. Once the deploying force commander has published the CONOPS, major subordinate commanders advise and recommend force and sustainment requirements to accomplish the mission. Once requirements have been determined, the employing force commanders determine the optimal task organization for their forces. The employing and deploying force commanders (who have reported to the JTF for planning purposes) develop their plan, based on the approved CONOPS. These commanders then refine their force structure to support that plan.

c. The force structure, as identified in annex A, is entered into the TPFDD by creating force requirement records. The detailed cargo data for these records is developed based on the tasks assigned to a specified commander. A formal notification is published that these requirements have been developed and are available for sourcing (normally via JOPES newsgroup). Additionally, commanders develop and promulgate their sustainment requirements based on their force structure and assigned tasks. The resulting force structure initially reflects the notional force and sustainment requirements the commanders deem necessary to complete the assigned task. It does not yet provide actual unit cargo and personnel data for determining lift requirements. During this phase, CDRUSTRANSCOM conducts a gross transportation feasibility analysis using the initial force sizing. This analysis includes an assessment of force, time, location, and transportation factors.

d. Develop Force Requirement Number (FRN) for force units/dets specified in the Task Organization.

(1) Components of the supported command, in coordination with supporting commands, translate forces defined in the supported commander's task-organized force list into force records in the TPFDD. FRNs and FMs used to define the force are assigned by supported command

components as initial requirements and entered in the TPFDD. Supported commander's component commands enter the FRN, the UTC, service, recommended PROVORG, EAD, CRD, RDD, routing, and time-phased data associated with POD and destination. The remaining FRNs are then transmitted to supporting commands through a supported commander's RFF message for sourcing.

(2) The FRN is the primary component of the ULN and is comprised of the leading three to five characters, including any blank spaces. (Note: The leading three characters of any FRN are referred to as the "Basic FRN") Supported commands will be responsible for developing force record data.

(3) Component commanders notify the supported command and service counterparts when initial FRNs are entered into the TPFDD and are available for sourcing.

e. The tasks to be accomplished during this activity are:

(1) Develop ULN structure and the associated force requirements to support the CONOPS and task organization

(a) The supported commander, in coordination with supporting commanders, determines the type and quantity of forces consistent with the task organization required to support each COA developed in Phase II of deliberate planning. Supported commands use previously developed deliberate plans and their associated TPFDDs as source documents if deemed suitable for the specific situation. To foster rapid TPFDD development, designated rapid deployment forces should have prepackaged force modules available for timely incorporation into a TPFDD. Upon selection of a single COA in Phase II, final sourcing of approved force lists is accomplished by providing organizations (PROVORG). If unable to source the force, the PROVORG codes the PROVORG field in the ULN with an "X" and notifies the supported command that a shortfall exists.

(b) Supported CCDRs/JTF commanders will allocate blocks of FRNs to their components, organized by service component. Supported command components will structure FRNs to identify their forces that are reflected on the supported commander's force list and require sourcing. Supported command components will provide FRNs

from their allocation to other supporting commands, as needed, to develop additional required forces (e.g., combat, combat support (CS), and combat service support (CSS) forces) not listed in the supported commander's force list. Supporting commands may use fragmentation during the sourcing process provided the original ULN structure assigned by the supported command component is retained.

(c) With the exception of CDRUSTRANSCOM, USSTRATCOM, and USSOCOM, the supported commands assign the first character for FRN/ULNs and FMs to the supported component commands.

(d) To achieve maximum simplicity and flexibility for contingency and exercise TPFDD construction, forces will be entered by service components and providing organizations using FRN/ULN and FM assignments.

(e) Revised FRN/ULN structure will be implemented for all new crisis and exercise TPFDDs. Existing TPFDDs may retain old ULN structures until deleted. Supported commands may direct updates of specific TPFDDs with new FRN/ULN structure when desired.

(f) Supported commands will assign the first character of the FRN/ULNs to be used by their service components. Service components will construct and disseminate standardized structure to their major subordinate commands and the service components of the supporting commands.

(2) Develop initial sustainment requirements

(a) Identifying sustainment requirements requires that the MAGTF commander determine three things: the force to be supported, the duration for which that support is required, and other planning guidance (e.g., safety levels, external support available, and support responsibilities). With this information in hand, the MAGTF commander and his staff coordinate with COMMARCORLOGCOM to compute, by class and sub-class of supply, the sustainment required and the phasing necessary to support the operational concept.

(b) The TPFDD LOI provides the MAGTF commander with technical directions and procedures for the

development, submission, and review of his forces and sustainment. Under the paragraph labeled General Instructions, the MAGTF commander will find essential elements of information, and the duration of the plan for determining the sustainment requirements. This period, specified by the CCDR or JTF commander for each plan, ranges from 30 to 120 days. The length of plan has a profound effect on the sourcing process.

(3) Develop concept of logistics support

(a) MAGTF commander identifies the portion of 60 DOS of sustainment which can be sourced from the MSC's supply assets.

(b) In coordination with COMMARCORLOGCOM, the MAGTF commander determines 60 DOS of sustainment for all classes of supply less aviation peculiar items such as: Classes V(A), VII(A), and IX(A).

(c) The MAGTF commander prepares an initial concept on Class V(W) requirements, which identifies the number of DOA at assault and sustained rates. Compute Class V(W) requirements based on the MAGTF concept of employment.

(d) Using MAGTF II/JFRG II, enter the 60 DOS into the TPFDD.

(e) Source that portion of the 60 DOS of MAGTF sustainment that cannot be sourced from MSC supply assets.

(f) Run the War Reserve System to compute sustainment requirements for supplies to sustain the force beyond the initial 60 DOS of sustainment computed previously.

(g) Source sustainment requirements from force-held assets to the maximum extent possible.

(h) Pass withdrawal plans to COMMARCORLOGCOM for sourcing.

(i) Source unsourced sustainment requirements from service held or service owned stocks.

(j) Determine medical force and medical sustainment requirements.

(4) Determine USMC/USN combat personnel replacement requirements. During COA development, the supported MARFOR develops casualty estimates for each campaign phase based on USMC forces engaged, enemy capabilities and assumed combat intensity. This activity is accomplished using the approved Marine Corps Casualty Estimation Model (CASEST). CASEST is an automated tool used by MARFOR/MEF/Wing (G-1, 3, 4, 5) planners. It is used to evaluate combat scenarios and assist with COA analysis, which assists manpower planners to identify required replacements. Information provided is categorized by grade/MOS/element of the MAGTF and by phase of the operation. CMC (PL, PO, and MPP-60) uses this information to source casualty replacements. CASEST has the capability to model conventional, NBC and Disease Non-Battle Injury (DNBI) casualties.

(5) Determine Initial Individual Augmentation (IA) and backfill requirements.

(6) Determine initial deployment support augmentation and reinforcement requirements to include base, air station and medical treatment facility predeployment requirements.

(7) Determine theater predeployment requirements (to include training, and admin.

4. Phase Deployment Flow

a. Phasing the deployment flow includes determining the order in which units of the deploying force should arrive in theater to ensure that the deployment concept supports the employing force commander's concept of operations. The supported CCDR component commanders issue additional planning guidance as required, along with guidance for the continued development of the TPFDD and procedures for the use of JOPES. The supported commanders, assisted by higher headquarters staffs, determine the order in which units of the deploying force should arrive in theater. The deploying force commanders, assisted by higher headquarters when required, develop their forces' organization for deployment.

b. The deploying force's phasing is reflected in the TPFDD by the supported commander's assigned Earliest Arrival Dates (EADs), Latest Arrival Dates (LADs), Required Delivery Dates (RDDs) and Combatant Commander Required Date (CRD). The deploying force is then phased into the theater, based on those movement and delivery requirements. While phasing is being accomplished by the employing and deploying commanders, commanders at the major command level analyze the capacity of supporting bases and stations to handle the throughput required during the deployment to include force protection measures.

c. The tasks to be accomplished during this activity are:

(1) Phase deployment flow via JOPES/MAGTF II

(a) The supported CCDR, in coordination with lift providers, may apportion lift to component commanders for their use in time phasing requirement planning. The supported CCDR's apportionment message specifies the airlift priority; quantity of cargo and passengers, per day, per mode; and ports to be used by each component and supporting command in time-phasing the component TPFDD.

(b) Supporting commands and service components of the supported CCDR will certify to the supported CCDR that all sourcing is complete for the first increment of the deployment flow (first seven days for air and overland, 30 days for sea), and schedule lift and allocate requirements for organic (non-common) movements in JOPES.

(2) Analyze TPFDD for logical and fatal errors. The first deployment increment (usually the first seven days of airlift and overland movement and first 30 days of sealift) is certified for movement scheduling by EAD/LAD. Certification is the execution procedure used by supported command components, supporting commands, and providing organizations to confirm to the supported CCDR and lift providers that all TPFDD records contain no fatal transportation errors and accurately reflect the current status, attributes, and availability of unit requirements. Unit readiness, movement dates, and passenger and cargo details are confirmed with units before certification occurs. Error checks will be accomplished throughout the TPFDD development process at all levels prior to the forwarding of TPFDD information to the next higher level.

5. Source Requirements

a. Sourcing is the association of actual units to the requirements identified in the FRNs. The association of actual unit data and its attendant cargo data transforms the FRN in one or more ULNs. The common activity for the creation of all ULNs is the assignment of a UIC to the record. Sourcing also includes identifying and forwarding un-sourced requirements.

b. At the deploying unit level, notional cargo and personnel data are replaced with accurate, up-to-date data from the unit's Unit Deployment List (UDL) using MDSS II. The units then forward their sourced plans, which are then consolidated and forwarded to higher headquarters. The major commands at the MEF and numbered fleet level direct their major subordinate commands to transfer units, as required, to the deploying force commander. The major commands initiate procedures for the release of war reserve material as necessary for sustainment.

c. At this point in planning, an important task is identifying force and sustainment shortfalls. Unsourced requirements are identified at the deploying force level and passed up the chain to higher headquarters at the major command level. These commanders fill the shortfalls from their on-hand assets to the maximum extent possible, forwarding the remaining unsourced requirements to the service component commanders. At this level, unsourced requirements are first filled from force-wide assets, and then requests are made from service headquarters to fill remaining force shortfalls and for withdrawal of prepositioned war reserve (PWR) for sustainment.

d. If essential requirements are still unfilled by either sustainment or force assets, the appropriate requests are passed to the supporting CCDR and possibly on to the supported CCDR for joint resolution. The CJCS then directs the supported CCDR to perform a risk assessment based on sourced forces, shortfalls, and additional information (such as new intelligence information). Supporting CCDR service component commanders and the JTF commander also participate in this risk assessment. The supported CCDR then resolves deficiencies, reprioritizes, or adjusts the concept of operations to incorporate the relevant factors.

e. The tasks to be accomplished during this activity are:

(1) Source requirements from assigned/attached forces. Upon receipt of the Alert Order or Warning Order, each supporting commander and the service components of the supported commander, review force requirements in the appropriate TPFDD and FM for the COA selected, and source force requirements. Sourcing of supported commander force requirements begins as soon as supporting commanders and service component commanders identify specific units to satisfy the supported commander's requirements.

(2) Identify unsourced requirements and submit a Request for Forces / Capabilities to the supported CCDR. If unable to source the force, the providing organization (PROVORG) codes the PROVORG field in the FRN/ULN with an "X" and notifies the supported command that a shortfall exists. The supporting commands will identify force/capability shortfalls and coordinate resolution with the supported command by submitting a request for forces/capabilities (RFF/RFC) to the supported CCDR.

(3) Submit request for service support requirements.

(4) Request individual augmentation (IA). IA sourcing begins with the COMMARFOR (G1) first using assigned personnel to source IA requirements. If the MARFOR cannot source IA requirements, the shortfall IA requirements are forwarded to the appropriate CCDR for sourcing from one of its other service components. If the CCDR cannot source the requirement, they are forwarded to the JCS (J1) per CJCSI 1301.01C. JCS (J1) coordinates with CMC (M&RA) for sourcing. If the Marine Corps is identified as the service that will source the IA requirement, the requesting MARFOR submits IA requirements to CMC (MPP-60) via the Manpower Requirements Tracking Module (MRTM) of the Marine Corps Mobilization Processing System (MCMPS). MCMPS (MRTM) is used to request, approve and manage all AC/RC IA requirements provided by D/C, M&RA.

(5) CCDR attempts to source from assigned/attached forces. If a supported service component cannot source a force requirement, the supported CCDR will attempt to fill the requirement with other assigned/attached forces under his/her command from other service components.

(6) CCDR builds JOPES RFF/RFC and submits to CJCS. The supported command transmits the refined task-organized force list to components for sourcing with internal forces that do not require a SecDef deployment order (DEPORD). In the case where the supported CCDR does not have the internal forces assigned/attached to complete the mission, he/she will forward a request for forces (RFF) message to the Joint Staff/J-3 for sourcing of external forces that do require a SecDef DEPORD. A RFF message and deployment order are not required when an Execute Order is received for an OPORD with associated TPFDD. Normally, PROVORGs are determined for forces that are assigned to other CCDRs by the Forces For Unified Commands document. Service chiefs and supporting agencies determine providing organizations for forces that are not assigned to the CCDRs. Supported service component commanders enter appropriate PROVORG codes for force requirements after coordination with the supporting command's components and/or service chiefs.

(7) CJCS vets, prioritizes, staffs and routes to force providers. Upon receiving the RFF, the JCS will staff and send the RFF to supporting CCDRs to coordinate the source of the force requirements. The supporting Marine component commander staffs the Marine Corps portion of the RFF to CMC (PO) and COMMARFORRES for appropriate action.

(8) Develop and submit recommended sourcing solutions. Supporting CCDRs with supporting Marine component commanders will submit the Marine Corps recommended sourcing solutions to the JCS for selection and approval.

(9) CJCS issues DEPORD for SecDef approved sourcing solution. Upon completion of sourcing action and approval by the CJCS, the RFF DEPORD is submitted to the SecDef for approval. Upon approval by the SecDef, DEPORD is released.

(10) Issue "Report For Planning" message. The supported COMMARFOR issues a "report for planning" message" to supporting COMMARFORs and other commands and agencies as appropriate directing them to report to the gaining force commander (GFC) for planning.

(11) Supporting CCDR and MARFORs issue DEPORDs. The supporting CCDR will direct sourcing of USMC force

requirements to the supporting component commander (COMMARFOR). The supporting CCDR and supporting component commander issue DEPORDs directing the deployment and transfer of the sourced units.

(12) Request CMC direct USMCR activation. The supporting COMMARFOR will request CMC direct USMCR activation.

(13) Request authority to activate/mobilize USMCR forces. CMC (PO) will prepare USMCR units' activation packages for the CMC, SecNav and SecDef approval. The basis for this request is the CCDRs RFF that supports the appropriate SecDef DEPORD.

(14) Receive authority, via CJCS and SECNAV, to mobilize/activate USMCR units.

(15) Issue Total Force Manpower Guidance. CMC (MP) will issue a USMC Total Force Manpower Guidance message that establishes specific manpower reporting/unit diary instructions and other manpower information to support activation of USMCR unit members and individuals.

(16) Direct COMMARFORRES to activate units. CMC (PO) issues an activation message to COMMARFORRES and informs other commands and agencies (as appropriate) directing USMCR unit(s) to report for activation as stated in the CMC (PO) activation message. This CMC (PO) issued message establishes a supporting MARFOR and COMMARFORRES supported/supporting relationship to ensure post-activation tasks are accomplished.

(17) Report activation per MCO P3000.19 (MAID-P).

(18) Required SORTS update.

(19) Activate other RC/RETIREE requirements. To source validated individual augmentation (IA) manpower requirements, combat replacements, individual fillers for AC and activated USMCR units, Individual Mobilization Augmentee (IMAs) requirements and other manpower requirements for as directed.

(20) Create and certify force flow movement data for sourced requirements.

(21) Identify capability-sourcing shortfalls. During this process, the supporting commands identify capability-sourcing shortfalls and coordinate resolution with the supported command.

(22) Assess risks associated with any un-sourced requirements.

(23) Establish funding source responsibility for activated USMCR units. Per MCO P3000.19, MAID-P, reference (d), annex W.

(24) Source individual combat replacements. CMC (MP) and the supported COMMARFOR (MEF) collaborate during COA development to determine the combat replacement requirement (by grade, MOS and element of the MAGTF). Based on the type of combat (intense, medium, low), geographic location, time of year, and enemy capability that would prevent the MAGTF from accomplishing its mission (and following COA selection), D/C, M&RA identifies AC/RC Marines to source combat replacements. The Marine Corps IRR is the primary source HQMC will use to source combat replacements. CMC (MP) conducts analysis to determine availability of population to support requirement. Feedback is provided to MARFOR (MEF).

(25) Source individual combat replacements' ICCE. The individual equipment issue policy during Reserve activation is covered in MCO P3000.19 (MAID-P) appendix 2 to annex D.

(26) Report Initial Remain Behind Equipment (IRBE). Early deploying unit commanders report IRBE to higher headquarters. Equipment remaining from an MPF or NALMEB deployment will be considered IRBE. Marine Corps RBE is defined as: That organic operating force equipment that remains behind when units deploy as part of a MAGTF using prepositioned equipment and is declared by the MARFOR commander as in excess of requirements to the COMMARCORLOGCOM.RBE must be reported to LOGCOM 30 days after the start of the deployment.

(27) Source Deploying Unit Commander (DUC) equipment from IRBE. IRBE represents the most significant source within a MARFOR to fill unit T/E deficiencies, replace unserviceable PEIs, and support Marine Corps sustainment requirements. IRBE is available to the MEF and

MARFOR commanders to satisfy materiel requirements of active component and activated SMCR units.

(28) Identify remaining equipment shortfalls to LOGCOM for sourcing.

(29) Source remaining equipment requirements.

(30) Source equipment requirements via other service components.

(31) Report final RBE to LOGCOM. The MARFORs and MARFORRES will declare the quantity and condition of RBE (i.e., I-RBE which remains after redistribution) to COMMARCORLOGCOM by message, per MCO P4400.150E, Consumer-Level Supply Policy Manual, reference (r), and MCO P4400.151B, Intermediate-Level Supply Management Policy Manual, reference (s), no later than 60 days after the first deployment of forces. The COMMARCORLOGCOM will provide disposition instructions as appropriate.

(32) Request appropriate Force and Activity Designator (F/AD) status.

(a) F/AD I assignments are reserved for those forces, units, activities, projects, or programs that are most important militarily in the opinion of the CJCS and must be approved by the SecDef. F/AD I requests will be submitted to the Joint Material Priorities and Allocation Board (JMPAB) under signature of a general/flag officer or senior executive service member through HQMC (LP) as part of the annual review process. During contingencies or emergencies, requests to upgrade to F/AD I will be submitted through the CCDR to the JMPAB, rather than through the service headquarters. The JMPAB will act upon F/AD I upgrade requests related to contingencies and emergencies within 24 hours. Nomenclature association of any single unit or program with the F/AD I level designator is classified secret. Reference MARADMIN 092/02, Interim policy clarification for Uniform Material Movement and Issue Priority System (UMMIPS) - F/AD.

(b) COMMARFORs are delegated authority to assign F/AD II through V. HQMC (LP) will continually monitor assignments to ensure compliance with the intent of Uniform Material Movement and Issue Priority System (UMMIPS).

(c) Units are authorized to upgrade to a higher F/AD 30 days prior to deployment and will remain at the higher F/AD for 90 days upon completion of the deployment. In order to maintain readiness, requisitions submitted under the higher F/AD will not be downgraded to a lower priority after termination of the higher F/AD.

(d) Combat training commands, to include combat and combat service support schools (e.g. MCCES, MCCSSS, SOI) are authorized to operate at F/AD III. F/AD waivers that combat and combat service support training commands currently maintain to operate at F/AD III are not required.

(33) Approve new F/AD status.

(34) Decide whether new Activity Address Code (AAC) for AC/RC unit is appropriate (related to employment of detachments).

(35) Change Tactical Address Code (TAC) 1 and TAC 2 addresses.

(a) Each military service is required by DOD 4000.25-D, DODAAD to designate a service point (SP) to control the contents of that service's portion of the directory and to ensure compliance with standard DODAAD procedures. The SP for the Marine Corps is:

Commanding General
Code 580-A
Marine Corps Logistics Base
Albany, GA 31704-5000
Telephone: DSN 460-6574/6575
Commercial 912-439-6574/6575

(b) Units are required to review and validate their addresses on a continuing basis and assure that all address information contained therein is accurate and current. Report any modifications required. Requests for modification of address shall be forwarded to the SP identified above and shall include:

1. A TAC 1 address to be used for mailing materiel (parcel post) or documentation and also used for continental United States (CONUS) freight shipments, if no

TAC 2 is listed, and may be used for billing if no TAC 3 is listed.

2. A TAC 2 address to be used for freight shipments (when the in-the-clear freight shipping address differs from the TAC 1) and military service consignment publications. TAC 2 is required for all overseas activities, to include break bulk point (BBP), air terminal identifier (ATI), and port designator (PD) codes. Assistance in determining the proper ATI or PD assignment should be obtained from the Traffic Management Office (TMO) supporting the deploying unit.

(36) Source deployment support augmentation requirement.

(37) Issue Contingency Training Equipment Pool (CTEP)/Special Training Allowance Pool (STAP)/NBC gear to AC/RC units as required.

6. Tailor Requirements

a. Tailoring is the final determination of exactly what each unit commander intends to take with him when his unit deploys. Tailoring focuses on two activities: refining and providing accurate lift requirements, and adjusting the phasing of forces into theater. These activities are accomplished by the supported commander and his component commanders.

b. A unit's embarkation database must be current enough so that upon sourcing, the unit requirements can be tailored to reflect an accurate unit deployment list of equipment and supplies as well as an accurate personnel manifest roster. Actual quantities of prescribed loads and accompanying supplies may change to meet alternative missions and tasks, as well as lift constraints. Therefore, tailoring is a separate activity from sourcing that includes adjusting the flow of forces by making adjustments to the TPFDD based on changes in the developing tactical situation. Once fully sourced and refined, the TPFDD can be used by USTRANSCOM to calculate gross lift requirements in support of deployment planning.

c. The principle task to be accomplished during this activity is to refine force/sustainment requirements based on mission refinement. The supported COMMARFOR will be

continuously refining force and sustainment shortfalls and coordinating resolution with the supported CCDR. Forces refinement is conducted in coordination with supported and supporting commanders, services, the Joint Staff and other supporting agencies to confirm that forces are sourced and tailored within established guidance and to assess the adequacy of the combat support and combat service support sourced by the services.

7. Validate Movement Requirements

a. The validation process includes verifying that the stated requirements are still required, and verifying that the TPFDD information is correct and free from all logical and fatal errors. At this time, the CONOPS is refined into an OPORD. When the President/SecDef decide to deploy the joint force, a CJCS DEPORD/EXORD is transmitted to the supported CCDR, who in turn directs the deployment of the force. At the supported CCDR's order, the supported CCDR service component commanders direct the actual deployment of forces.

b. If not previously directed, the deploying force commanders assume OPCON of their forces. The first increment of the TPFDD for the deploying forces must now be validated in JOPES to enable lift providers to schedule lift assets against those movement requirements. The first increment of the TPFDD normally includes the first 7 days of airlift and the first 30 days of sealift. Final validation begins at the deploying unit level and progresses up the chain to the supported CCDR, who actually validates that the sourcing of requirements meets his needs and reports to lift providers his movement requirements.

c. This validation process involves three key steps:

(1) The deploying unit commanders certify that the deploying personnel and cargo are ready to execute deployment, and the force and sustainment sourcing of requirements reflected in the TPFDD accurately identifies:

(a) The detailed cargo and personnel data of the deploying unit.

(b) The movement of the forces and sustainment from the origin to the POE.

(c) The mode and source of transport from the POE to POD and to the final destination/tactical assembly area.

(2) The supported unit commander ensures that the certification by the supporting commanders is consistent with their requirements to the supported joint force commander.

(3) The supported CCDR validates the entire requirement to the appropriate lift provider for lift scheduling. Throughout the process, the use of GCCS newsgroups and DMS message traffic will be used to expedite all the actions associated with validation.

d. Logistics Movement Control Centers (LMCC) are now established by the deploying forces and their movement control centers. These organizations finalize contracts and schedules for moving forces from origin to POE. If organic airlift/non-common lift is being used, the movement control centers schedule organic tactical aircraft and lift assets for self-deployment, ensuring the coordination of arrival times in theater with the final validation of the TPFDD.

e. If not conducted earlier, planning for the movement of deploying units from the POD to the final destination in the theater of operations takes place. The deploying commanders do this planning with assistance from higher headquarters.

f. The CCDR component and major command planning staffs monitor the execution, providing direction and assistance, and schedule required lift with lift providers. Movement control centers coordinate and direct the physical movement of forces. The key activity in this period is load planning at the deploying unit level.

g. Once lift providers schedule lift against the first increment of the TPFDD, the deploying force planners allocate ULNs to those specific carriers. Deploying force planners allocate their individual units to available lift and plan the actual loading that will take place at the POEs. They also provide final lift data to the movement control centers. Movement control centers have the responsibility for finalizing the convoy schedules for the movement of units from origin to POE.

h. Once load planning is completed at the deploying unit level, it is reviewed for accuracy by higher headquarters. Any outstanding lift shortfalls based on the first increment assignments of lift are forwarded up the chain to the CCDR service component where they are reflected in JOPES.

i. The tasks to be accomplished during this activity are:

(1) Supported CCDR validates movement requirements and sourcing. The supported CCDR in conjunction with supporting commanders, validate the first 7 days of the TPFDD to level IV detail. Work will be completed per timelines established by the supported CCDR.

(2) Lift provider schedules and allocates lift to the requirements. Movement scheduling begins after the TPFDD has been validated and locked. No movement scheduling is done until a calendar date for C000 has been established. Movement schedules created by the common lift providers (AMC, MSC and Surface Deployment Distribution Command (SDDC)) attempt to match the TPFDD RDDs. As the movement schedules are created, a carrier is allocated to each validated ULN. The movement schedules with allocations are added to the JOPES TPFDD for the OPLAN.

(3) Conduct and validate load plans by mode and source. Refer to paragraphs g and h above.

(4) Pre-manifest ULNs to allocated lift. Carriers are normally scheduled in JOPES 96 hours prior to departure. At the time of posting in JOPES, the MARFOR will direct the DUC/MAGTF commander to pre-manifest ULNs within 24 hours. Pre-manifesting refers to the entry of refined requirements of PAX, short tons (STON), and/or measurement ton (MTON) allocation data associated with carrier schedules. This data is taken from unit load plans and automated UDL data, is updated and finalized for the carrier, and reported to higher headquarters. When pre-manifesting is complete, an entry will be placed in the scheduling and movement (S&M) carrier comment field per the CCDR's supplemental LOI guidance. This entry will alert CDRUSTRANSCOM that a post allocation action has occurred.

(5) Schedule organic moves/non-common user lift.

8. Marshal and Move to POE

a. During this phase, the lead units of the deploying force marshal at their bases and stations, where they are inspected and then transported/moved to the POE. Upon arrival at the POE, the deploying units stage in preparation for boarding the ships and/or aircraft that will transport them to the theater of operations. Movement from origin to the POE is coordinated and controlled by the movement control centers. Standing contracts for commercial transportation are now executed, and frag orders are issued to those units controlling required movement support assets. As the deployment progresses, successive increments of the deploying force marshal, move, and stage in order.

b. The TPFDD continues to be validated at all levels in successive increments in the same manner as the first increment.

c. During the actual movement, the movement control centers supervise the activities of liaison groups at the various railheads, seaports, and airfields where embarkation takes place. In transit visibility tools are used at all levels within the MAGTF. In transit visibility tools include Radio Frequency Identification (RFID), Automated Information Technology (AIT), etc. They are designed to be used by units at every level to monitor the status of the movement; and they are used MDSS II to interface to ITV systems used by CDRUSTRANSCOM's TCC's.

d. The tasks to be accomplished during this activity are:

(1) Select Unit Marshalling Area. A unit marshalling area is a centralized location large enough to stage personnel, vehicles, supplies, and equipment to be organized and prepared for movement. If space is limited, a movement schedule must be established to phase the movement through the marshalling area.

(2) Activate Movement Control Center

(a) MARFOR HQ MCC keeps the component commander informed of the status of subordinate unit

movements. It also coordinates and prioritizes force deployment requirements with CDRUSTRANSCOM.

(b) During a major deployment, the MEF commander will activate a Force Movement Control Center (FMCC), a LMCC, Unit Movement Coordination Center (UMCC) to coordinate all strategic, operational, and tactical lift requirements for land and air forces. The FMCC is normally staffed by members of the MEF CE (AC/S) G-4 (SMO). The FMCC will coordinated all strategic lift to move the forces from the APOEs and SPOEs to the APODs and SPODs, and will facilitate LMCC representation at the theater joint movement center.

(3) Load conveyances as outlined in load plan.

(4) Conducts R&FI of AC/RC unit. Refer to MCO P3000.19, MAID-P, reference(d), Annex P.

(5) Exercise command/support per CMC guidance.

(6) AC/RC units transfer equipment to GFC.

(7) Effect transfer of Activity Address Code (ACC).

(8) USMCR units employed as detachments transfer (Z2M) equipment to GFC.

(9) Provide life support.

(10) Report Force Integration/assumption of OPCON per CMC guidance.

9. Manifest and move to POD

a. As the units arrive at the POE, the deploying forces finalize the manifests. As units actually board transportation, each ULN is recorded and the manifest data are uploaded into JOPES. Individual ship/aircraft loads are manifested into GTN per the supported commander's phasing concept, self-deploying aircraft and lift assets depart for the operational theater, using a combination of intermediate bases and en route air refueling.

b. Manifest information is also made available to CDRUSTRANSCOM to enable the most efficient use of transportation assets when changes are made. Movement

visibility is assured through the timely and accurate input of data into the Scheduling and Movement (S&M) sub-system of JOPES.

c. The tasks to be accomplished during this activity are:

(1) Submit manifest data/load documentation. The deploying force commander is responsible for ensuring accurate manifest data. Normally, the commander responsible for operating the POE is responsible for entering actual manifested ULN passenger and cargo information into JOPES during execution. CDRUSTRANSCOM TCCs are responsible for entering actual manifest information when TCCs control port operations. The service component or supporting command providing the unit is responsible for entering actual manifest information when CDRUSTRANSCOM TCCs are not operating ports. The command operating the APOE enters final manifest information into JOPES not later than 2 hours after aircraft departure. The command operating the SPOE enters final manifest information into JOPES not later than 24 hours after ship departure or 48 hours before ship arrival at SPOD, whichever is first. Further guidance can be found in CJCSM 3122.02C, JOPES Vol. III, reference (b).

(2) Report change of operational control (CHOP) to CCDR.

(3) Report force closure. Force closure is the point in time when a supported commander determines that sufficient personnel and equipment resources are in the assigned area of operations to carry out assigned tasks.

10. Move to Final Destination

a. As the deploying units arrive at the POD, ITV systems are used to report arrival. Movement control centers also coordinate in theater transportation support as required.

b. The tasks to be accomplished during this activity are:

(1) Total force movement to TAA.

(2) Capture, record, and report costs.

CHAPTER 4

LOGISTICS AND FORCE SUSTAINMENT

4000. INTRODUCTION. This chapter provides information on logistics functions performed in support of MAGTF deployment planning and execution, to include planning guidelines for identifying and sourcing sustainment requirements.

SECTION 1: LOGISTICS SUPPORT CONCEPTS AND RESPONSIBILITIES

4100. PURPOSE. The purpose of this section is to describe logistics support concepts and responsibilities, to include specialized Navy and Marine aviation functions which support the MAGTF.

4101. CONCEPT OF LOGISTICS SUPPORT. Marine Corps logistics planning is focused on providing combat ready MAGTFs capable of self-sustained operations in accordance with MCWP 4-12, Operational Level Logistics, reference (t). MAGTF logistics encompasses accompanying supplies and resupply (sustainment), and organic CSS capabilities (enhanced as appropriate by coordination with external agencies), beginning with execution planning and ending with withdrawal/redeployment. Marine Corps logistics support typically comes from the sea; if planners anticipate extended inland operations, this fact must be addressed as a planning consideration.

1. Sources of Logistics Support. All MAGTFs have enough inherent sustainability to be basically self-sufficient for preplanned periods. MAGTF sustainability increases in depth, and gains additional technical capabilities, as MAGTFs get larger. MAGTFs also use external support to enhance their organic sustainability. Other service organizations assigned to, or operating in support of, a MAGTF on an as-required basis provide certain specialized capabilities. If planned for during the predeployment period, MAGTFs that are elements of naval/amphibious task forces can draw supply support for common non-aviation items as well as aviation-peculiar items from fleet support activities. Wartime host-nation support (WHNS) agreements and inter-service support agreements (ISSAs) may be used to augment--not replace--organic MAGTF capabilities.

2. Organic Sources. MAGTF CSSEs, Marine Aviation Logistics Squadron (MALS), Marine Wing Support Squadrons (MWSS), Combat Engineer Battalion, and Headquarters Battalion etc. provide organic MAGTF ground and aviation logistics/CSS capabilities.

a. Ground. CSSEs are task organized to support MAGTF mission requirements from FSSGs and Marine aircraft wing (MAW) and Marine division resources.

b. Aviation. MALSs provide the ACE with aviation logistics (maintenance and supply) support. They are organic to the MAW and are task organized for the aircraft type/model/series they support. MWSSs are also organic to the MAW and provide ground logistics support to the ACE.

3. MAGTF sustainment is deployed as a mix of accompanying supplies and resupply. The Marine Corps planning baseline for accompanying supplies is 60 days MEF, 30 days MEB, and 15 days MEU. Resupply is planned for as required.

a. Accompanying Supplies. The supplies and equipment that deploy with a MAGTF provide the initial sustainment necessary for employment. Accompanying supplies are shown with the unit in the TPFDD. Dedicated sealift and or airlift allow them to flow with the forces. Accompanying supplies may flow with both the Assault Echelon (AE) and/or the Assault Follow on Echelon (AFOE), but should not be considered AFOE. AFOE is a transportation echelon term. Accompanying supplies are an integral part of the apportioned/allocated MAGTF, and in virtually all situations will be transported on withheld shipping. If appropriate, MAGTFs can deploy with less than the full planning baseline for accompanying supplies. Accompanying supply "minimum" guidelines have been established. Normally, follow-on MAGTFs (e.g., MEB for a MEU, MEF for a MEB would then include in their accompanying supplies the balance of the forward-deployed MAGTFs accompanying supplies baseline. Operational factors and/or supply availability may also make it necessary to adjust the balance between accompanying supplies and resupply. (The availability of aviation ordnance is theater-dependent, and usually below the 60 DOA level; the availability of ground material fluctuates around the baseline level due to supply system dynamics. Similarly, the availability of bulk class III is theater-dependent and usually below the 60 day target level).

b. Resupply. MAGTF commanders plan for resupply support beyond the baseline sustainment requirements (and/or the level of accompanying supplies) to the end of

the planning period established by the supported combatant commander.

c. Special Situations. Special Purpose MAGTFs (SPMAGTFs) require special sustainment planning considerations due to task organization and mission. Whenever operational constraints and/or combatant commander guidance permit, MAGTF commanders plan for resupply to make up the difference between the level of accompanying supplies and the baseline sustainment levels.

d. Cases for which it may be appropriate to deviate from the baseline/minimum supply levels discussed here should be coordinated with CMC (I&L).

4. The Marine Corps supply system (Marine Corps "green dollar" funded) and the naval supply system (Navy "blue dollar" funded) support a MAGTFs ground and aviation requirements, respectively. The Marine Corps supply system is designed to support MAGTF operations for 60 days with most classes of supply from on-hand assets. In order to meet operational requirements, MAGTFs can configure supplies in "packages" of varying numbers of DOS and mixes of supply classes with relative ease.

4102. EXTERNAL SUPPORT FOR THE MAGTF

1. Navy Support

a. Navy Support Element (NSE). Amphibious or MPF operations will require augmentation and support from a variety of U.S. Navy units and activities. This support is critical during amphibious force operations and arrival and assembly of the MPF. The various Navy units and activities required for a particular operation are grouped under the descriptive heading of NSE. NSE assets available to support the assault forces in amphibious or MPF operations are listed below. The CNO apportions these forces to the Fleets through the Navy Capabilities and Mobilization Plan (NCMP).

(1) Naval Beach Group (NBG). The NBG is a command subordinate to the Commander Amphibious Task Force (CATF), and is comprised of a commander, his staff, a beach master unit, an amphibious construction battalion, and assault craft units. This group or a team of this group is

attached to the landing force as an integral element of the Landing Force Shore Party.

(2) Sea, Air, Land (SEALS). The SEALS are Navy forces with an unconventional warfare capability. However, they also provide an ATF underwater reconnaissance, hydrographic survey, and demolition of natural or man-made obstacles.

(3) Naval Cargo Handling Force. The Naval Cargo Handling Force is comprised of one Naval Cargo Handling Port Group (NAVCHAPGRU), one Naval Reserve Cargo Handling Training Battalion, and 12 Naval Reserve Cargo Handling Battalions (NRCHBs). Each of these units provides technical, supervisory, and general cargo handling services in support of both amphibious and MPF operations. Each MPS offload requires at least one (normally two) NRCHB.

b. Naval Construction Force (NCF). The NCF includes the Naval Mobile Construction Battalion (NMCB), Naval Construction Regiment, underwater construction team, and the naval construction force support unit. These organizations are responsible for the construction of advanced bases and other shore and near-shore facilities. Elements of the NCF may be assigned to the NSE and/or to the MAGTF.

c. Other Fleet Logistics Activities. MAGTFs attached to fleets are organic to those fleets until they are landed and control passes ashore. With appropriate planning, funding and coordination, the MAGTFs can draw common-item logistics support directly from associated fleet support activities.

2. Wartime Host-Nation Support (WHNS)

a. Host nation support can augment MAGTF capabilities. Bilateral WHNS agreements can be an integral element of sustainability and mobilization planning. Marine Corps forces will use WHNS to enhance sustainability and support of MAGTFs. However, WHNS does not normally substitute for essential MAGTF organic logistics/CSS capability.

b. The designated MAGTF commander is responsible for identifying to the Marine component commander the WHNS desired by the MAGTF. Once support requirements have been identified, the Marine component commander

negotiates/coordinates with the host nation during the WHNS agreement development process. The MAGTF commander is responsible for executing WHNS arrangements when executing an OPLAN.

3. Inter-Service Support Agreement (ISSA)

a. Force commanders negotiate ISSAs during peacetime to support recurring training operations per unified commander or other DOD guidance. Such agreements normally reflect "single manager" support for various classes of supply or logistics functions by in-place "dominant users." The MAGTF commander is responsible for identifying support requirements, and Marine component commanders are responsible for negotiating ISSAs with other service components.

b. MAGTFs can benefit by extending standing ISSAs to support OPLAN execution. If peacetime support agreements have not been established, the MAGTF, or its representative (e.g., Force commanders), should negotiate wartime ISSAs to provide previously provided levels. However, wartime ISSAs will not be funded without approval by HQMC (LP).

4. HQMC. Logistics support to the MAGTF takes many forms. HQMC must provide information and guidance to ensure adequate logistical support to the MAGTF.

a. I&L. Provide overall logistical coordination and guidance to deploying Marine component commanders and MAGTF commanders.

b. PP&O. Coordinate assignment of supporting MAGTFs.

c. M&RA. Develop non-unit replacement policy.

d. Aviation. Coordinate aviation support to the supported MAGTF commander.

4103. SUPPLY SUPPORT. The Marine Corps and Navy supply systems, as parts of the DOD supply system, are designed to operate both in peace and in war. Characteristics of the systems include centralized management, decentralized distribution, maximum use of digital communications networks, and extensive automatic data processing systems.

1. Concept of Supply Support. The Marine Corps supply support concept, except for aviation peculiar support provided by the Navy supply system, provides for:

a. Support of consumable items by reliance on DOD Integrated Materiel Managers (IMM).

b. Emphasis on support directly from supply source to user.

c. Management emphasis on overall weapon systems support.

d. Marine Corps ownership and control of prepositioned war reserve stocks and recognition of requirements provided to DOD IMM to be held as other war reserve materiel stocks.

2. Sources of Supply for Specific Items. Due to their peculiar characteristics or management requirements, the following commodities are furnished from other service or agency wholesale sources:

a. Subsistence (Class I). Subsistence items are normally obtained from the Defense Logistics Agency (DLA). War reserve requirements for "B" rations, however, are currently provided by the U.S. Navy.

b. Bulk Fuel (Class III (Bulk)). Bulk petroleum, oils, and lubricants (POL) operating stocks are obtained from the Defense Energy Support Center (DESC). Bulk petroleum operating stock requirements are submitted to the Naval Petroleum Office (NAVPET) for consolidation and forwarding to DESC. War reserve requirements are furnished to the appropriate combatant commander Joint Petroleum Office (JPO) for consolidation and forwarding to DESC.

c. Ground Ammunition (Class V(W)). Ground ammunition is managed and controlled by COMMARCORSYSCOM as directed by CMC, until it is issued to MAGTFs. Due to limited storage capability and peculiar storage requirements, a majority of Marine Corps ground ammunition is stored worldwide in Army/Navy ammunition depots.

d. Aviation Materiel. Aviation peculiar materiel, except for Class V(A), is provided directly to Marine Corps units by the naval aviation supply system. Class V(A) is stored in various locations afloat and ashore worldwide, and is controlled by the fleet commanders.

e. Navy Publications. The Marine Corps supply system does not support the Navy publications and forms required for Navy personnel with Marine Corps operating forces Navy personnel administration and disbursing. Instead of using the supply system, units must send off-line mail requisitions, with accounting data, to the Navy Publications and Forms Center, Philadelphia, Pennsylvania.

4104. LEVELS OF SUPPLY SUPPORT. Supply support is organized into three levels: wholesale, intermediate retail, and consumer retail. These levels distinguish between the supplies for which service, MAGTF, or organizational funds are obligated.

1. Wholesale. Wholesale level supply support consists of support provided by the Marine Corps Logistics Command (MARCORLOGCOM), Navy Inventory Control Points (ICPs); the DLA; IMMs; and in some cases field/theater depots and host nation support.

2. Intermediate Retail. The FSSG or the MAGTF CSSE provides intermediate retail level supply support for Marine Corps funded assets. Intermediate retail supply support for aviation peculiar assets is provided by MALSs.

3. Consumer Retail. Using units employing organic logistics/CSS assets provides consumer retail level supply support. In this context, the only ground aviation consumer level supply support consists of pre-expended bin (PEB) materiel, limited quantities of POL and paint type items, and day-to-day administrative support items.

4105. PACKAGING. All materiel packaging, whether planned or accomplished during deliberate planning or in crisis response; either in CONUS or at intermediate support bases (ISBs) outside CONUS, will conform to the following guidelines.

1. The dominant criterion for packaging is the MAGTF's plans for using the materiel.

a. Break-bulk/palletized cargo will be maximized for assault echelon (AE) and airlifted elements of the MAGTF.

b. Containerization will be maximized for Assault Follow-On Echelon (AFOE) dry cargo.

2. All Marine Corps and Navy furnished materiel shall be afforded packaging protection adequate to prevent corrosion, deterioration, and physical/mechanical damage during storage and distribution. Containerization is considered to be one of the highest potential payoff areas for reducing packaging costs. Containerization will not reduce or eliminate the requirement for appropriate levels of protection for materiel being removed from the container and stored in a field environment.

3. Non-containerized materiel will be provided appropriate military levels of protection or equivalent commercial packaging. Packaging protection may be reduced for containerized shipments when the items are intended for immediate use, when the container is retained as a storage and issue facility, or when it is known at time of shipment that favorable storage will be available upon receipt. Materiel previously packaged at a higher degree of protection will not be repacked for containerized shipments.

4. Cargo documentation for all MAGTF supplies will be prepared using automated methods such as automated information technology (AIT), in addition to those manual or other automated methods imposed by the commercial shipper or by CDRUSTRANSCOM for overland, sea, or air movements.

4106. REMAIN BEHIND EQUIPMENT (RBE). RBE is that organic operating force equipment that remains behind when units deploy as part of a MAGTF using prepositioned equipment and is declared by the MARFOR commander as in excess of requirements to Commander, Marine Corps Logistics Command (COMMARCORLOGCOM). The MARFOR commander and COMMARCORLOGCOM use RBE to fill local and or supply system shortages for active and reserve units, and to reduce transportation requirements.

1. Refer to MCO P4400.39H, War Reserve Materiel Policy Manual, reference (u), for detailed instructions on handling ground RBE.

2. Aviation RBE items are those items that are not embarked because they are excess to the Marine Aviation Logistics Support Program packages or they are part of the allowances to support training squadrons or other units not deployed.

Items belonging to the Follow-on Support Package (FOSP) are required for sustainment and are phased into the employment area when required.

4107. DELIBERATE AND CRISIS ACTION PLANNING RESPONSIBILITIES. MAGTFs have specific deliberate planning responsibilities and relationships. Crisis action situations may overlay deliberate planning responsibilities and relationships, or cause new assignments. In general terms, specific MAGTFs will be directed to support designated unified combatant commanders. Additional MAGTFs (supporting MAGTFs) may be assigned to assist the first MAGTF (supported MAGTF) to deploy. Generally, this responsibility will not be assigned to forces smaller than MEFs.

1. The supported MAGTF establishes planning guidance, general requirements, and milestones for itself and any supporting MAGTFs. The supported MAGTF develops force and sustainment requirement TPFDD records, and sources those requirements from its parent MEF/component command, for its organic elements. The supporting MAGTF will develop its own force and sustainment requirement TPFDD records, and source those requirements from its own parent MEF/component command. In the same manner, each MAGTF identifies and plans for its own local deployment support requirements.

2. There are cases when the MAGTF is responsible for planning and sourcing sustainment for assigned elements of the NSE and NCF. MAGTF planners must verify all arrangements with their NSE/NCF counterparts to ensure that needed sustainment is neither overlooked nor duplicated during planning. In general, when the NSE is supporting an amphibious operation, CATF will support it. During MPF operations, initial sustainment is planned for Naval Forces and units in the Pre-positioning Objective (NAVMC 2907) for MPS forces.

SECTION 2: AVIATION LOGISTICS

4200. GENERAL. MAGTF organic aviation logistics support capability is developed under the framework of the Marine Aviation Logistics Support Program (MALSP) concept by combining "building blocks" of aviation supply, maintenance, ordnance, and aviation support equipment resources via task organization. Marine aviation logistics units are organized to provide complete aviation logistics support as one integrated package. Furthermore, the Aviation Combat Element (ACE) has the capability to perform organic logistics tasks, which are unique within the MAGTF. This section is provided to explain the wide range of aviation logistics support capabilities and aviation logistics methodologies.

4201. CONTROLLING CUSTODIAN. The Commander, Naval Air Forces (COMNAVAIRFOR), and the Commander, Naval Air Force, Reserve (CNAFR) are the controlling custodians for Marine Corps aircraft and support equipment. They exercise the administrative control (assignment), employment, and logistics support of aircraft and engines, as specified by the Chief of Naval Operations (CNO).

4202. MARINE AVIATION LOGISTICS SUPPORT PROGRAM (MALSP)

1. MALSP Capabilities. The MALSP provides a means for commanders to rapidly task organize aviation logistics assets to deploy by available means to support the ACE. It provides an immediate contingency support capability in the form of a Fly in Support Package (FISP). It also supports a subsequent rapid phased build up of combat capability in the operating area through the use of Peculiar and Common Contingency Support Packages (PCSPs and CCSPs) and Follow on Support Packages (FOSPs).

2. MALSP Concept. MALSP uses a building block concept. Each MALSP package plays a unique role in aviation support, and when used in a complimentary role via the building block concept, provides total aviation logistics support to the ACE. The commander can tailor the support packages to the desired level of support required. The MALSP includes support equipment, spare/repair parts, mobile facilities/shelters, and personnel.

a. Support Equipment (SE). Support equipment includes test equipment, tools, ground support equipment, and

aviation support equipment. Most, but not all of this support equipment is easily identified in the units Individual Materiel Readiness List (IMRL). An IMRL is a consolidated allowance list specifying authorized quantities of certain aviation SE items required by a particular activity to perform its assigned maintenance level functions. NAVAIR computes IMRL allowances to support deployed operations for 90 days based upon flying hours. All Marine Corps and Navy aviation activities have IMRLs.

b. Spares. Spares are divided into Aviation Consolidated Allowance List (AVCAL), Shore Consolidated Allowance List (SHORCAL), and Coordinated Shipboard Allowance List (COSAL) items.

(1) Aviation Consolidated Allowance List (AVCAL). An AVCAL is an allowance of spare and repair parts authorized to an activity, including a MALS or supporting ship by the Naval Inventory Control Point Philadelphia, PA (NAVICP-P). An AVCAL is designed to support a specific base load of aircraft for a period of 90 days based on combat flying hours. Each active duty MALS has an AVCAL, which was developed in accordance with OPNAV Instruction 4441.12C and OPNAV Instruction 4442.5.

(2) Shore Consolidated Allowance List (SHORCAL). A SHORCAL is an allowance of spare and repair parts authorized to support a specific base load of aircraft for a period of 30 days based on peacetime flying hours. Marine Reserve aviation units are supported by SHORCALs held at Naval Air Stations or at the MALS. In wartime, aviation prepositioned war reserve material augments the SHORCAL to provide reserve aviation units with a complete 90-day capability based on combat flying hours.

(3) Coordinated Shipboard Allowance List (COSAL). A COSAL is an allowance of spare and repair parts authorized to an activity, including a MALS or supporting ship by the Naval Inventory Control Point (NAVICP-M), Mechanicsburg, PA. A COSAL is designed to support specific aircraft weapon systems, and test and support equipment. A COSAL is designed to provide support for a period of 90 days based on combat flying hours.

(4) Allowance Requirements Registers (ARRs), Allowance Lists (ALs), and Tables of Basic Allowances (TBA)

for Aeronautical Material. ARRs, ALs, and the TBA are prepared by NAVAIR or by NAVICP-P under the coordinated direction of NAVAIR and NAVSUP. ARRs list the repair parts, accessories, and other materials required to support aircraft maintenance and operations. ALs list the required maintenance support equipment. The TBA lists the activity's other mission essential equipment and allows each site to tailor their TBA requirements to their unique environment.

c. Mobile Facilities (MF)/Shelters. An MF is a specifically configured shelter outfitted to support Marine Aviation Contingency Support Packages in garrison and when deployed. There is a range of different type MFs with different capabilities, such as providing working and/or storage spaces. A TBA specifies the quantity and types of MFs authorized. The appropriate NAVAIR Program Office determines actual numbers and types of MFs for each site. The Commander, Marine Forces Pacific (COMMARFORPAC) and Commander, Marine Forces Atlantic (COMMARFORLANT) are the type commanders for mobile facilities.

d. Personnel. Marine Corps Tables of Organization (T/O's) specify the number, grade, and MOS of support personnel authorized by aviation units. Each squadron rates all the specialists unique to the Type/Model/Series (T/M/S) aircraft it operates. The personnel trained to perform Operational (O) level maintenance work in the flying squadron. Those who perform Intermediate (I) level maintenance normally work at the MALS, which has the requisite spares, support equipment, mobile facilities, and personnel for "I" level maintenance. Personnel who perform aviation logistics functions common to more than one T/M/S normally are on the MALS T/O.

3. Aviation Logistics for the Marine Corps Reserve. Support for Marine Reserve aviation activities is parallel to and easily integrated with the MALSP procedures described herein. Reserve squadrons are supported by a SHORCAL instead of AVCAL. For Reserves, the 90-day endurance level requirements will be sourced initially from 4th MAW and supporting air station assets, with the balance of support coming from the Prepositioned War Materiel Stocks (PWRMS), which are uniquely identified by project codes applicable to particular T/M/S aircraft. This Class IX material is identified but unsourced.

4203. LOGISTICS SUPPORT FOR DEPLOYING MAGTF'S. When not deployed, Marine aircraft squadrons of a particular T/M/S aircraft are generally consolidated and attached to a specific Marine Aircraft Group (MAG) in each Marine Air Wing. However, in order to fulfill contingency requirements prescribed in the JSCP, the Marine Corps must be able to deploy and fight as task organized MAGTFs. The aviation component of a MAGTF, the ACE, can consist of a mix of fixed and rotary winged aircraft formed into a squadron, a group, or one or more aircraft groups or wings, depending upon the size of the MAGTF.

1. Forming an ACE. Forming an ACE requires that one or more fixed wing or rotary wing MAGs reconfigure themselves into a task organized fighting unit. As part of an ACE, or as a source of aircraft for another MAG that is forming an ACE, a non-deployed MAG has to be able to rapidly identify what aircraft it must retain, detach to another MAG, and/or leave behind.

2. Supporting an ACE. To support the task organization and the formation of the ACE, the Marine Corps Aviation Logistics Support Program (MALSP) enables aviation logisticians to individually identify the people, the support equipment, the mobile facilities/shelters, ordnance, and spare and repair parts needed to support each T/M/S aircraft that is part of the task organized ACE. Furthermore, the MALSP enables these logisticians to also identify the aviation support requirements to sustain a MEB or a MEF by employment of either a MPSRON or an aviation logistics support ship (TAVB), or both.

3. Tailoring Aviation Logistics Capability. MALSP enables the commander to tailor aviation logistics support for any particular mix of T/M/S aircraft in the ACE. These support packages consist of personnel, support equipment, spares and MFs. A MALS provides the nucleus around which the logistics capability is built. The host MALS and supporting MALS provide the necessary FISP, PCSP, CCSP, and FOSP packages to support the particular mix of aircraft in the ACE.

a. Fly-in Support Package (FISP)

(1) FISPs are support packages made up of "O" level parts and are designed to support the Fly-in Echelon (FIE) aircraft of a MAGTF ACE. A FISP, flown in with the FIE

aircraft, will be combined with the "O" level aviation support equipment, off-loaded from MPF ships. This combination of assets is designed to provide readiness and sustainability for the deployed aircraft for up to 30 days and until the intermediate maintenance support capability arrives in the theater of operations.

(2) FISP allowances provide the supply parts normally removed and replaced at the squadron/detachment organizational maintenance level. The allowances are computed at combat hours to support a particular T/M/S and quantity of aircraft for 30 days and are additive to the allowances used in day-to-day operations. Until activated in support of a contingency, a FISP is protected stock materiel under the cognizance of the parent MALS aviation supply officer, and will not be drawn down (except to rotate stock in order to maintain proper shelf life and configuration control) without the approval of HQMC-ASL through the appropriate MAW or MEF commander.

b. Contingency Support Package (CSP)

(1) CSPs consist of the common and peculiar "O" and "I" level logistical support required for the deployment of detachments/squadrons of particular T/M/S aircraft. CSP allowances provide the spares and repair parts to support both "O" and "I" level maintenance. The four distinct elements that make up a CSP are:

(a) Personnel

(b) Support Equipment

(c) MFs

(d) AVCAL/COSAL

For each element there are master allowance documents (i.e., squadron/MALS Tables of Organization (personnel), MAG master IMRLs (support equipment), the TBA, and the MAG master AVCAL/COSAL allowances (spares and repair parts)). Because "O" level IMRL and MF allowances and personnel allocations are already separately identified and rapidly deployable, they do not need to be incorporated into a CSP.

(2) CSP allowances are computed at the Combat Flying Hours (CFH) utilization rate for a 90-day endurance

period. IMRL pre-positioned coded "P" and "E" and management code "L" items are also identified to the appropriate CSP allowance category (defined below).

(a) Common Contingency Support Package (CCSP) Allowances. CCSP allowances consist of "O" and "I" level aviation related assets that are common to two or more T/M/S aircraft. The host MALS, whether it is for a rotary wing (R/W) or fixed wing (F/W) ACE, provides the CCSP to support the number of aircraft assigned. A F/W Marine common item is one that has application to at least the F/A-18C (Night Attack) and AV-8B (Night Attack). A R/W common item is one that has application to at least the CH-53E, CH-46E, and AH-1W aircraft. Weight, cube, cost, reliability, and supportability are the primary considerations in making this determination. For planning purposes, it is assumed that the F/W and R/W MALS will be geographically separated. CCSPs contain organic computer systems that allow resupply from the Naval supply system, thus providing long-term sustainment.

(b) Peculiar Contingency Support Package (PCSP) Allowances. The PCSP allowances consist of those peculiar items and personnel required to provide both "O" and "I" level support for a specific T/M/S and quantity of aircraft, and associated support equipment, that a MAG provides to a MAGTF ACE. A peculiar item is an item that is peculiar to a specific aircraft/support equipment application.

(c) Follow-on Support Package (FOSP) Allowances. FOSP equipment consists of those items that, although not required to initiate the assault, are required to sustain the assault. These are items that, because of sealift and airlift constraints must be phased into a deployment area in AFOE or follow-on shipping, normally the TAVB. Because FOSP assets are required to sustain the assault, the allowances to support these items are built to a 90-day endurance level. These are supplementary allowances that must be distinctly identified in allowance documents provided to each MALS.

(d) Remote Expeditionary Support Package (RESP). The RESP is a combination of a FISP, Aeronautical Weapons Support Equipment (AWSE), Aviation Support Equipment (ASE), Mobile Facilities (MFs), and personnel that would detach from a supporting MALS to provide

aviation-peculiar logistics support to an ACE. A RESP is moved to an Area of Responsibility and designed to provide aviation logistics support (minus Class V(A)) to a standard number of specific type aircraft until the arrival of more robust, follow-on logistics support from MALSP sources (PCSP, CCSP, FOSP), MPF assets, Host Nation Support, or other Joint/Combined logistics resources. When ACE missions, endurance, and bed down scenarios so dictate, the RESP may not be augmented by any additional follow-on support and will serve as a stand-alone support package for the ACE. Composition of RESPs includes the AVLOG support elements currently resident within FISPs, PCSPs, and CCSPs, and requires no additional economic resources.

4204. MARITIME PREPOSITIONING FORCE (MPF) AND AVIATION LOGISTICS SUPPORT SHIP (TAVB) SUPPORT FOR MARINE AVIATION. All active force aircraft that are part of any MAGTF ACE can be supported in combination by any one of the three MPSRONs and one or both of the two TAVBs.

1. MPF Operations in Support of Expeditionary Aviation Logistics. An MPF operation is the rapid deployment and assembly of a MAGTF into a permissive area using a combination of strategic airlift and forward-deployed MPSs. MPF operations are strategic deployment options that are global in nature, naval in character, and suitable for employment in a variety of circumstances. An MPF is a rapid response enabling force capable of being mission-tailored and self-sustainable. As such, MPF operations provide an essential element in conducting national military strategy. An MPF can directly support our national maritime strategy of protecting key naval choke points and sea lines of communication. MPF operations include the airlift of MAGTF and Navy elements (Navy support element, naval coastal warfare, etc.) with some associated equipment into an arrival and assembly area to join with equipment and supplies carried aboard MPSs. "O" level support equipment has been funded, procured, and prepositioned aboard the three MPSRONs to support any current potential mix and configuration of ACE aircraft. In addition, the "O" level supply support for repair of embarked MPF support equipment will be contained in an embarked support equipment support package held aboard the MPSRON.

2. T-AVB Operations in Support of Expeditionary AVLOG. The primary mission of the T-AVB is to provide dedicated

sealift for movement of I-level AVLOG support for rapid deployment of a MEB ACE. The T-AVB is designed to transport critical maintenance and supply assets to a forward operating area to establish an intermediate maintenance activity [MALS] in support of deployed Marine aircraft. Although the concept of operations for the T-AVB is primarily to support MAGTF operations, the T-AVB could be tasked to support other amphibious operations. An amphibious operation provides for forcible entry into an objective area, rather than the unopposed entry required for an MPF. In all cases, the TAVB would still require an unopposed entry into an objective area before offloading ashore. If the embarked MALS intermediate maintenance support is phased ashore, a secondary mission can be performed to serve as an asset dedicated to strategic sealift.

4205. AIRCRAFT MAINTENANCE AND SUPPLY PLANNING AND DEPLOYMENT / EMPLOYMENT CONSIDERATIONS.

1. Special Purpose MAGTF (SPMAGTF). Support for SPMAGTF operations will be drawn from existing MALS assets. Generally, supply support will be provided by means of a pack-up with the minimum essential support equipment, mobile facilities, spare parts, and personnel to sustain the aircraft assigned for the expected duration of the operation.

2. Marine Expeditionary Unit (MEU). "I" level support for the MEU ACE will be provided by the Aircraft Intermediate Maintenance Department (AIMD) and supply department of the air capable ship (LHA/LHD) upon which the MEU ACE is embarked. If the AIMD does not have the capability to support particular MEU aircraft, the parent MALS will augment the ship's organic support with the necessary personnel, support equipment, and spares/repair parts required in the short term, while Commander, Naval Surface Forces works to obtain the "I" level capability aboard the ship for the long term. If the reinforced squadron of the MEU is directed ashore, aviation logistics support can be provided in one of the following ways:

a. By the air capable ship operating offshore.

b. By MEB MALS already ashore. This requires that the MALS ashore possess CSP allowances for the quantity and T/M/S aircraft that will be attached. Since most of the

support aboard an air capable ship is organic to the ship and since the AVCAL on the ship is difficult to offload, ACE logisticians must plan in advance for any CSPs required to accompany the MALS ashore (to support the aircraft coming off the ship).

c. By a RESP formed from FISPs and CSPs from supporting units. In some cases a MEU ACE may be directed ashore without aviation logistics support from an air capable ship or from a MALS already ashore. The MEU ACE's organic aviation logistics support may be augmented by using complete or tailored FISPs and/or CSPs provided by other units. This support must be approved by HQMC-ASL through the appropriate Wing, MEF, and MARFOR since these packages are normally protected for contingencies.

3. Marine Expeditionary Brigade (MEB). To sustain a MEB ACE requires intermediate level maintenance and supply support. This support must be able to sustain the deployment of aircraft for two separate locations; one capable of supporting fixed wing aircraft and the other supporting rotary wing aircraft. Each location may require an independent IMA support capability. At each location, a designated IMA (provided from existing MALS) will act as the "host" for the aircraft that it receives. At each location, IMA support must be tailored to the particular aircraft assigned. The host IMA can provide common "I" level support to all assigned aircraft; however, peculiar support (i.e., personnel, support equipment, mobile facilities, and spares/repair parts) must come from PCSPs provided by the "parent" MAG that provides the aircraft. The exact make-up of the MEB will affect when and how both "O" and "I" level support is established.

a. MPF MEB. An MPF MEB ACE receives maintenance and supply support through a combination of means: MPS ships, a TAVB, FISPs, and CSPs. The aviation support equipment aboard the MPS's, combined with the "O" level "remove and replace" spares provided in the FISP, are designed to--in combination--sustain ACE aircraft until "I" level capability arrives in the theater of operations. Partial "I" level capability could arrive in theater aboard a TAVB, while the remainder could be transported by other means. The CSPs to support the "I" level repair for a peculiar T/M/S aircraft, as well as the common, may be split between the TAVB and other available means of transportation. Considerations:

(1) A FISP is only capable of supporting aircraft for a relatively short period of time. When a FISP is used without an MPF ship in support, the squadron supported will have to bring with it the support equipment that would have been provided by the MPF ship. Further, if a FISP must support a particular T/M/S for a longer period or a greater number of flight hours than the FISP is designed to support, the parent MAG(s) must augment the T/M/S FISP with additional AVCAL/COSAL assets. At some point, a decision will have to be made on whether to use transportation to continue resupplying the FISP, or bring in an "I" level capability to continue sustainment, or a good combination of both.

(2) MPF ships do not contain all of the support equipment required to support organizational level maintenance for a particular T/M/S aircraft. Those items not aboard ship must be identified and brought in the Fly-In Echelon.

(3) The TAVB provides limited "I" level capability for the ACE. When employed in the operational (versus transport) mode, approximately 186 MFs of the approximately 300 aboard can be operational. However, not all the parts aboard the ship are accessible and therefore the range of "I" level support is limited. The TAVB can transport as many as 684 MFs, provided none are required to be operational. In either mode, the ACE may require additional strategic lift to bring any further "I" level capability into theatre.

(4) When planning for the use of Marine aviation, planners must consider that CSPs and FISPs are designed to support a specific number of aircraft and utilization rate. Support of a greater number of aircraft or higher utilization rate will require additional logistics support assets. This additional support will most likely come from other support packages, which causes both the gaining and providing packages to be re-configured. This is both a time consuming and difficult task to accomplish quickly. Some CSPs and FISPs may have to be transported from one coast to the other, which requires time and transportation assets that planners must consider. Also, the mobile facilities that require air-cushion vehicles/platforms for movement require special consideration.

b. Amphibious MEB. A MEB embarked on amphibious shipping will generally have to bring ACE supply and maintenance support ashore, unless the amphibious ships remain in the AOA throughout the battle to provide support. If Navy amphibious shipping does leave the AOA, the support ashore must be provided by the use of FISPs and CSPs. If a TAVB is used in an amphibious MEB scenario, vice an MPF Squadron, the "O" level support equipment (IMRL) that would have been provided by MPF ships in an MPF MEB scenario will have to be brought by the squadrons.

4. Marine Expeditionary Force (MEF). Support for a MEF ACE is developed by combining the building blocks described above for supporting MEU and MEB sized MAGTFs.

SECTION 3: SUSTAINMENT

4300. GENERAL. This section outlines sustainment planning procedures in detail.

4301. PURPOSE OF SUSTAINMENT PLANNING. Sustainment planning is the means by which the MAGTF commander:

1. Ensures the commander has the materiel necessary to accomplish his assigned mission.

2. Ensures that materiel deficiencies are identified so the MAGTF commander or combatant commander may consider alternate courses of action, and maintain as Logistics Planning Factors for future courses of action.

3. Identifies transportation requirements to ensure that adequate transportation assets are available to support movement of the materiel into theater when it is required by the supported combatant commander.

4. Ensures the Marine Corps recognizes materiel deficiencies in order to correct them during the Marine Corps programming and budgeting process.

4302. OVERVIEW OF THE SUSTAINMENT PLANNING PROCESS. In order to understand how the detailed pieces of the sustainment process interact, a basic understanding of the sustainment process is required. The following paragraphs provide a simple framework.

1. The combatant commander or JTF commander provides planning guidance to his service components. This guidance specifies, service component missions, the length of the plan, responsibilities for providing dominant user support, the estimated time the lines of communication will be established to allow the flow of resupply cargo, and specific guidance about use of JOPES to reflect sustainment requirements.

2. With mission and commander's planning guidance in hand, the MAGTF commander determines, builds, and requests sustainment to support a warfighting combatant commander's OPLAN. Each MAGTF commander must plan for a specific number of days of sustainment. There may be situations when the MARFOR or I&L (LP) will direct a MAGTF commander without an employment mission to build a sustainment block

for specified classes of supply and for a specific period of time.

3. Once sustainment requirements have been determined, the MAGTF commander sources from force held assets to the maximum extent possible. He can also task supporting MAGTFs to identify requirements and source them from organic assets.

4. The MAGTF commander passes all unsourced requirements to the MARFOR for action. The MARFOR passes remaining unsourced requirements to the appropriate supporting agency (COMMARCORSYSCOM for class V(W), COMMARCORLOGCOM in the case of non-aviation Classes of Supply I, II, III, IV, VII, VIII and IX, and COMNAVAIRSYSCOM or AIRPAC/AIRLANT for aviation related items). MARFOR also passes common item support requirements to the appropriate service component(s) for processing.

5. The supporting agencies source requirements from service-held stocks or coordinate sourcing from service-owned stocks (e.g., MREs held by DLA). Remaining requirements are passed to the Defense Logistics Agency (DLA) or the appropriate item manager for sourcing.

6. The MAGTF commander reviews the items that cannot be sourced, and assesses the risk associated with not having those items available. If the risk is not acceptable, the MAGTF commander must work through the operational and service chains to reduce the risk, either by obtaining additional resources or by changing the operational concept to reduce the requirement.

7. The unsourced requirements become shortfalls.

4303. SUSTAINMENT PLANNING GUIDANCE

1. Timing for development of sustainment requirements is derived from each combatant commander's OPLAN guidance and TPFDD Letter of Instruction (LOI). These documents provide key planning information such as the length of the plan and required safety levels, which are critical to determining sustainment requirements. These documents are the best source of information for TPFDD requirements. Effective sustainment planning requires clear and adequate guidance from the combatant commander concerning the level of sustainment required. This information can generally be

found in the strategic concept and TPFDD LOI during deliberate planning and in annex D of the Operations Order in crisis action planning.

2. Planning guidance may specify the number of days of supply the combatant commander requires available at any one time (safety stock). It may also, if the MAGTF commander has the preponderance of forces in theater, task him provide support to other components or Allies for a specific period of time. This would be an appropriate mission for the MARFOR or Marine component commander of the JTF.

3. The MAGTF commander cannot delegate his responsibility for identifying sustainment requirements. He will require input from the MAGTF element commanders to ensure that all requirements are met. The G-4, S-4, and ALD are the staff sections tasked with coordinating requirements with senior, adjacent, and subordinate commands. In the event that the MAGTF has logistics responsibilities to external forces, then it must aggressively solicit requirements and adjust its organic structure to meet those requirements.

4304. IDENTIFYING SUSTAINMENT REQUIREMENTS

1. General. Identifying sustainment requirements requires that the MAGTF commander determine three things: the force to be supported, the duration for which that support is required, and other planning guidance (e.g., safety levels, external support available, and support responsibilities). With this information in hand, the MAGTF commander and his staff can compute, by class and sub-class of supply, the sustainment required and the phasing necessary to support the operational concept.

2. Guidance for Sustainment Planning. The MAGTF commander receives guidance from many sources in the deliberate planning cycle. One vital source is the TPFDD LOI. The TPFDD LOI provides the MAGTF commander with technical directions and procedures for the development, submission, and review of his forces and sustainment. Under the paragraph labeled General Instructions, the MAGTF commander will find an essential element of information in determining the sustainment requirements: the length of the plan. The combatant commander or JTF commander for each plan will specify this period. The length of plan has a

profound effect on the sourcing process.

3. Policy. MAGTF commanders with employment missions will plan to sustain the force for the period of the MAGTFs employment. The MAGTF commander determines the sustainment requirement for the force he is employing. Each MEF providing forces to the MAGTF sources the sustainment requirements from force held assets based on guidance from the MAGTF commander. Unless otherwise specified by I&L (LP), the amount of sustainment is commensurate with the size force provided to the supported MAGTF commander. However, the responsibility for sustaining the force rests with the supported MAGTF commander.

4. Methodology. The Marine Corps uses Day of Supply (DOS) and Day of Ammunition (DOA) as measures of effectiveness for sustainability. The Marine Corps planning baseline for sustainability is 60 days of supply, and a combat load plus 60 days of ammunition for the MAGTF. This sustainment includes sufficient sustainment to deploy MEBs with 30 DOS/DOA plus a combat load and MEUs with 15 DOS/DOA plus a combat load. Special Purpose MAGTFs deploy with sustainment commensurate with the scope and duration of their mission. For Class V(A) the sustainment methodology is predicated on theater and Type/Model/Series (T/M/S) aircraft for a given plan. The non-nuclear ordnance requirements (NNOR) provide the factors for determining requirement/sustainability.

a. The Marine Corps objective is to position the full level of sustainment with the active forces for use with the different types of MAGTFs. The unit's T/E and operating stocks form the bulk of this requirement. The remainder is termed war reserve materiel requirement (WRMR). However, funding, management and storage limitations normally dictate prepositioning less than the total WRMR in the active forces if COMMARCORLOGCOM and the IMMs at DLA can provide materiel resupply in a manner that will meet plan execution schedules. Such stocks are termed war reserve materiel-stores (WRMS). Stocks held by the operating forces are termed war reserve materiel-force-held (WRMF). The Marine Corps does not purchase or stock materiel required from day 61 through day 180. Such requirements are identified as other war reserve materiel-Stores (OWRMS). OWRMS is not normally funded. However, the requirements are computed by the COMMARCORLOGCOM.

b. The Marine Corps calculates sustainment requirements using MAGTF II, the war reserve system (WRS), and limited modeling techniques. The MARFOR/MAGTF uses MAGTF II to generate a force structure/equipment list and uses this data in the WRS to develop tailored numbered war reserve withdrawal plans that support a specific plan. WRS is also the primary means by which COMMARCORLOGCOM sources sustainment. WRS addresses Classes of Supply I, II, III, IV, VII and IX, but excludes all aviation items and classes V, VI, and VIII, which are computed separately. Note that the interface between MAGTF II and the war reserve system enables the MAGTF commander to use data on actual forces and equipment deploying instead of relying on notional T/E data that may not be current.

4305. THE SOURCING PROCESS. Once the MAGTF commander has determined the requirements, the sourcing process begins. The MAGTF commander's total sustainment requirement is filled from what he has available and what the Supporting Agencies have available. The following steps describe the process:

1. Source from Organic Assets. The MAGTF commander determines which requirements he can meet from organic assets. He sources these assets by inserting them into MAGTF II. The MAGTF commander must look first to his own assets to satisfy the total requirement before turning to external sources. The following assets are available to the MAGTF commander from In-force assets:

Class 1 (B)
Class II (All Subclasses)
Class III (A) and (W)
Class IV (B)
Class V (A) and (W)
Class VII (W)
Class VIII
Class IX (W)

The MARFOR commander must identify items sourced internally to the supporting MARFOR commander, so that the planning effort is consistent for all MAGTFs employed.

2. Source from MARFOR Assets. The MAGTF commander identifies to the MARFOR commander all unsourced requirements. The MARFOR commander attempts to source these items from assets held in or owned by the MARFOR.

The MARFOR frags and inserts ULNs to reflect sourcing at the MARFOR level. If the MARFOR is satisfied that the requirements are correctly identified, the unsourced requirements are passed to COMMARCORLOGCOM for sourcing as a registered war reserve plan. The MARFOR registers a plan by transmitting a message, which includes HQMC (LP/POC), the appropriate force commander, and the supported MAGTF (normally MEF (G-4)) as information addressees. Once all withdrawal plans are registered, the supported MAGTF commander prioritizes the final sequence of the various withdrawal plans based on his logistic concept of operations. This information will be sent via separate classified message to COMMARCORLOGCOM so that subsequent sourcing actions may begin.

3. Source from MARCORLOGCOM Assets. MARCORLOGCOM sources the requirements for Classes I, II(W), III(W) (packaged), IV(B) (field fortification), VII, and IX from Marine Corps owned in-stores assets. This is accomplished through the use of the IMMs. If the asset is not physically in the custody of COMMARCORLOGCOM, they request information from IMMs of USMC owned stocks located at other DLA storage facilities. If the Marine Corps does not possess the requisite amount of materiel required in stores, the unsourced requirement is passed to external logistic agencies for sourcing.

4. Source from DLA/Item Managers. External sourcing agencies receive the unsourced requirements from all components involved in the plan. The Marine Corps and the Army are the only services that identify requirements down to the National Stock Number (NSN) level. The Air Force and the Navy only represent the requirement in terms of pounds per man per day. The aggregate requirements of the Marine Corps and Army are matched against DOD stocks and a decision is made whether the requirement is sourced or unsourced. The disadvantage to this system is that the other services do not item level source. It is quite possible that shortfalls will exist upon execution of the Plan as the Navy and Air Force begin to identify actual item requirements.

5. Identify Unsourced Items. As each sourcing agency completes sourcing actions, COMMARCORLOGCOM ensures that the TPFDD reflects the origin and associated transportation data of each shipment. COMMARCORLOGCOM (or COMMARCORSYSCOM) will report to the supported MARFOR the

results of sourcing actions, indicating the ULNs that contain requirements remaining to be sourced. The MARFOR will assess the risk associated with the lack of the specified items.

4306. DEVELOPING REQUIREMENTS IN MAGTF II. Planning is the phase during which a plan requirement is recognized, plan development responsibilities are assigned, and the plan is developed. Planning is accomplished in either a deliberate or crisis mode. The following overview provides an insight as to how requirements are developed within MAGTF II.

1. Once the force list for the MAGTF has been determined and the MAGTF commander determines the sustainment requirements, the sustainment for the force can be developed. The logical place to begin is to review the equipment density of the MAGTF. Once this has been reviewed against unit mechanized allowance lists, the requirements are exported from MAGTF II and input into the war reserve system. No data imports exist from MAGTF II into the war reserve system (WRS). The interface between MAGTF II and the war reserve system allows for actual asset sustainment building instead of using notional TUCHA data. This provides an accurate sustainment package. The war reserve system uses combat active replacement factors (CARFs) in determining total requirement. Actual formulas are continued in UM-4400-185, War Reserve System User's Manual, reference (v).

2. Requirements are phased into the theater of operations based on the requirements established by the MAGTF commander. To establish EADs and LADs, the MAGTF commander uses the RDD he wants for the material in a specific (theater) port. Once this RDD has been established and ports have been identified for embark of the materiel, the MARFOR determines the ship time from the port to the theater port (POE to POD). Once this is determined, this information becomes part of the sourced ULNs and part of the information passed to external agencies to meet unsourced requirements.

3. Reserve Requirements

a. Reserve forces are augmentation forces for all Plans. Because SMCR units do not have a discrete employment mission, they do not determine their own sustainment requirements. The MAGTF commander who will

employ the forces determines sustainment requirements for Reserve forces.

b. The following sub-paragraphs provide an overview of the Reserve sustainment process.

(1) The Reserves only maintain a portion of their T/E, called their Training Allowance (TA). This portion is maintained at numerous Reserve centers throughout the United States. The balance of their T/E is held in-stores by COMMARCORLOGCOM or those items that are shortfalls are sourced from the RBE at the GFC.

(2) Sustainment for the Reserve forces is predicated on the requirements of the GFC. When the MAGTF commander is determining his force, he builds the TPFDD, which includes Reserve forces, and their T/E. This information is exported into the WRS and identified to COMMARCORLOGCOM as an unsourced requirement. These unsourced requirements are filled by In-Stores assets or identified as a MEF shortfall.

(3) Detailed requirements for Reserve sustainment methodologies are contained in MCO P4400.39H, War Reserve Materiel Policy Manual, reference (u).

4307. AMMUNITION

1. Ammunition within the Marine Corps is divided into two separate categories. There is Class V(W) (ground) and Class V(A) (aviation). The following paragraphs discuss sustainment planning for both sub-classes:

a. Class V(W). MAGTF II is the source for determining the weapons types and densities that will be employed by the MAGTF. Personnel and weapons density multiplied by MCO 8010.1E, Class V(W) Planning Factors for Fleet Marine Force Combat Operations, reference (w), combat planning factors (CPF) multiplied by number of days plus the respective combat loads for each of the personnel and weapons equal the initial provisioning and sustainment requirements for the MAGTF. The ammunition combat load will be the initial issue to arm the force. The combat load is considered the minimum capability required for units entering combat or contingency operations. The published CPF's are the anticipated daily average expenditure for each DODIC/TAMCN combination listed in MCO 8010.1E, Class V(W) Planning

Factors for Fleet Marine Force Combat Operations, reference (w). CPF's are separated into Assault and Sustaining rates for either the Ground Combat Element (GCE) or the Non-ground Combat Element (NGCE). The MAGTF commander determines the rates required for the total force. For example: The GCE may use the Assault rate, while the ACE and CSSE use the Sustained rate. Once the total requirement is determined, the MAGTF commander sources requirements from available war reserve materiel stocks force-held (WRMSF). Requirements not supportable by WRMSF assets are passed to COMMARCORSYSCOM for sourcing of war reserve materiel stocks in-stores (WRMSI). COMMARCORSYSCOM sources these requirements from Marine Corps stocks held at either Single Manager for Conventional Ammunition (SMCA) or Non-SMCA wholesale activities worldwide. Assets not available within the Marine Corps WRMSI stockpile are considered unsourced requirements. COMMARCORSYSCOM will coordinate cross-leveling, new procurement or maintenance efforts, as required, in an effort to support unsourced requirements.

b. Class V(A). The NNOR is the source for determining ordnance requirements. It was developed for 4 theaters for each Type/Model/Series (T/M/S) aircraft. Ordnance is "pulled" by the activity with requisitioning authority. The requisition is validated and provided to the requisitioner and the information loaded to the TPFDD. Assets are sourced by either the CCDR or the Network Operations Center (NOC) from "fair share" stocks. Unsourced assets are referred to the NOC or wholesale activity. The NOC serves to break "fair share" or identify shortfalls. A shortfall is sourced from their wholesale support activity.

2. SMCA sources the MILSTRIP requirement based on the MAGTF Required Delivery Date (RDD). All of the service component requirements are merged and sourced together. SMCA delivers CINs back to the Marine Corps and MARCORSYSCOM converts those CINS to ULNs. In cases where the requirement remains unsourced and the ammo is necessary to support the MAGTF until plan end, unsourced ULNs are created. In cases where the length of plan exceeds the organic capability of the Marine Corps, CINs are created, along with RLDs and EADs to reflect the shipping necessary to meet the MAGTF commander's RDD.

4308. RESUPPLY

1. Resupply. The requirement for logistical planning during deliberate planning cycles is to determine and source the resources required to support the USMC component per the combatant commander's concept of operations. The following items are critical in pursuing this task:

a. Identification of logistic shortfalls that can be identified and prioritized in budgets and programming.

b. Producing an accurate sustainability assessment, as required by the JSCP.

c. Identifying sourcing agencies to ascertain stock availability and make an estimation of wartime workloads.

2. Sustainment encompasses both accompanying supplies and resupply. Resupply is the supplies and equipment that provide a MAGTF extended sustainment capability after accompanying supplies are exhausted. Material that makes up resupply may come from a combination of remaining Marine Corps assets, other theater service components tasked to provide common item support (CIS) by the combatant commander, and/or stocks held by a material manager such as DLA. Resupply is shown under CINs in a TPFDD as a non-unit record and its movement is via common user channels, not by assets dedicated solely to the Marine Corps to move accompanying supplies. Planning for resupply is the direct benefit in terms of our identifying both transportation and supply requirements to the combatant commander and supporting agencies.

3. The responsibility for determining the total sustainment requirement rests with the MAGTF commander with an employment mission. CINs will be provided in the Marine Corps TPFDD along with other ULNs reflecting accompanying supply requirements directed by the combatant commander's TPFDD LOI for the specific plan.

4. CINs are required when the plan length exceeds the capability of the MAGTF's accompanying supplies by more than ten (10) days.

5. CINs have no value when the TPFDD is executed because they do not reflect unit requirements. However, CINs provide the following positive benefits:

a. Form the basis for sizing the transportation channels required to support the combatant commander's concept of operations.

b. Identify resupply requirements to be provided by the supporting agencies (DLA, AMC, and IMMs).

c. Force the discussion of and assignment of common item support.

6. COMMARCORLOGCOM receives the unsourced requirements from the MAGTF commander via a WRS withdrawal plan, and coordinates with external agencies to source these assets.

4309. TPFDD CARGO GUIDANCE

1. MAGTF commander

a. Will develop FRNs and CINs that show the class of supply and type and degree of sustainment in the force description field of the record. For example:

CLASS I	MREs (32,000 MEALS) or (15 DOS)
CLASS I	B-RATIONS (30 DAYS)
CLASS III	PACKAGED (15 DOS)
CLASS III	DIESEL, BULK/DRUM (18,000 GAL)
CLASS IV	FIELD FORTIFICATION
CLASS V	GROUND (20 DOA)
CLASS V	AVIATION, THREAT or LOE (10 DOA)
CLASS IX	BATTERIES (30 DOS)

b. Will show in the service reserved force description field of the FRNs and CINs, the general location of these assets (e.g., LFORM, MPS, FORCE, Mission Load Allowance (MLA)). The exception to this will be ground Class V sourced from SMCA. The CINs, developed by SMCA during the sourcing process, that will be converted by the MAGTF commander to FRNs, shall have the original CIN reflected in the service reserve field to permit sourcing agencies to track the materiel back through the associated requisition documents.

2. COMMARCORLOGCOM

a. For designated classes of supply, in coordination with the component commander, uses the FRNs developed by

the forces to show assets held in-stores to support force requirements.

b. Coordinates actions to ensure registration of unsourced requirements for each plan with the applicable IMM and that appropriate sourcing data is developed for the FRNs.

c. Identifies problems encountered with the IMMs on this matter for resolution, when required.

4310. EXECUTING WAR WITHDRAWAL PLANS. HQMC (LP) must approve all withdrawals from war reserve. Accordingly, when a MAGTF receives a mission that requires execution of a war withdrawal plan, it will request authority to execute a withdrawal. Complete and accurate information will ensure the quickest response to a request for withdrawal of a specific plan. Specific withdrawal procedures are contained in MCO P4400.39H, War Reserve Materiel Policy Manual, reference (u).

CHAPTER 5

MANPOWER PLANNING GUIDELINES

5000. INTRODUCTION. This chapter provides an overview of Manpower guidance and actions required for force deployment as a synchronized function of FDP&E using appropriate automated tools in service and joint manpower planning.

5001. MANPOWER PLANNING FACTORS

1. General. During contingency operations, increased demands on Marine Corps manpower (Active, Reserve and Retiree) will require modification to peacetime manning to satisfy additional manpower requirements. Modifications to manpower assignment priorities will be established and published via separate MARADMINs and CMC planning guidance message(s) through out the contingency. The following germane manpower contingency planning factors are provided:

2. Active Component. Staffing and manning per appropriate MCO and directives until modified by D/C, M&RA. D/C, M&RA staffs the forces to Monitored Command Code (MCC) in accordance with CMC planning guidance and MCO 5320.12E, Precedence Levels for Manning and Staffing, reference (x).

a. Reserve Component

(1) U.S. Marine Corps Reserve Units

(a) USMR units will be activated as units or detachments (i.e., Det A, Co A, 4th Engineer Support Battalion) with appropriate Unit Type Code (UTC) and Unit Identification Code (UIC) to track, report readiness, etc.

(b) USMCR detachments are not activated to source manning shortfalls in AC or activated RC units.

(c) Individual USMCR unit members who volunteer for orders, during a contingency to include Presidential/Congressional authorization of U.S. Code Title 10, reference (g), section 12304, 12302, 12301 (a) and 12301 (d), will be issued orders by CMC (MPP-60) per MCO 1001.60, Pre-trained Individual Manpower (PIM) Assignment Program, reference (y).

(d) USMCR detachments will consists of a minimum of 2 Marines.

(e) D/C, PP&O authorizes COMMARFORRES to activate/deactivate USMCR units/detachments.